DIHLABENG LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN (IDP)

2020/2021

FOREWORD

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EXECUTIVE MAYOR

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBO	Central Business District
CBP	Community Based Planning
CDWs	Community Development Workers
CFO	Chief Financial Officer
CLLR	Councillor
DFA	Development Facilitation Act
DLM	Dihlabeng Local Municipality
DORA	Division of Revenue Act
HIV	Human Immunodeficiency Virus
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
FET	Further Education and Training
FSGDS	Free State Growth and Development Strategy
GDP	Growth Domestic GRAAP Generally Accepted Accounting Practices
HDI	Historically Disadvantaged Individual
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IT	Information Technology
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LGSETA	Local Government Sector Education and Training Authority
LUMS	Land Use Management System
MAYCO	Mayoral Committee
MDG	Millennium Development Goals
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPPMR	Municipal Planning and Performance Management Regulators
MSA	Municipal Systems Act
MTSF	Medium Term Strategic Framework
MTREF	Medium Term Revenue Expenditure Framework
NAS	National Aids Strategy
NDP	National Development Plan
NKPI	National Key Performance Indicator
NSDP	National Spatial Development Plan
PGDS	Provincial Growth Development Strategy
PMS	Performance Management System

RDP	Rural Development Plan
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SMME	Small Medium and Micro Enterprise
SSA	Statistics South Africa
TMDM	Thabo Mofutsanyane District Municipality
USDG	Urban Settlement Development Grant
VIP (Toilets)	Ventilated Improved Pitt
WTW	Water Treatment Works
PWDs	People with Disabilities
RRAMS	Rural Road Assets Management System
PMS	Paving Management System
GRMS	Gravel Management System
ITP	Integrated Transport Plan

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CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE INTEGRATED DEVELOPMENT PLAN

1.1 WHAT IS AN INTEGRATED DEVELOPMENT PLAN

The Integrated Development Plan (IDP) is a five-year plan which local government is required to compile to determine the development needs of the municipality. An Integrated Development Plan (IDP) may be described as "a super plan" for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. In preparation of the IDP, it is vital to take into account the existing conditions, problems and resources available for development. The plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected. The projects within the IDP are should also be linked to the municipality's budget.

The concept of Integrated Development Planning has its roots from the United Nation Conference on Environment and Development held in Rio de Janeiro in 1992. The Rio-Conference adopted Agenda 21 as a blue print for sustainable development. All member states were called upon to implement Agenda 21 by developing locally tailored-Agenda 21 called Local Agenda 21. South Africa embraced the principles of Agenda 21 in developing Integrated Development Plans; thus rendering IDP's – a Local Agenda 21 for South Africa. Consequently Agenda 21 principles are embedded in the Constitution of South Africa and in many other pieces of legislation of the land. However Integrated Development Plans are aligned to many other International conventions, Regional commitments, National and Provincial commitments and priorities.

The IDP is a legislative requirement, with a legal status and it supersedes all other plans that guide development at local government level (DPLG 2001:4)

The National Sphere of government provided 5 Key Performance Areas that local government must adhere to and follow in order to implement the National vision. These KPA's are:

- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Municipal Transformation and Institutional Development;
- Good Governance and Public Participation; and
- Financial Viability and Development.

The Dihlabeng Local Municipality objectives, projects and strategies are therefore guided and in line with the above mentioned KPA's.

1.1.1 EXECUTIVE SUMMARY

In terms of the Local Government Municipal Systems Act 32 of 2000, Section 25(1) each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which, inter alia, links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and aligns the resources and capacity of the municipality. As far as the status of the IDP is concerned, Section 35 of the Act clearly states that an integrated development plan by the council of the municipality is the principal strategic instrument, which guides and informs all planning and development, and all decisions with regard to planning management and development in the municipality.

Section 34 of the Act provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to extend that changing circumstances so demand. The 2019/2020 IDP of the Dihlabeng Local Municipality, was adopted in 2017/2018 financial year at the beginning of the term of council. The strategic objectives and targets contained in this document will be reached subsequent to

extensive systematic and structured internal and external consultation through various public participation mechanisms with the community and stakeholders with the Dihlabeng Local Municipality area of jurisdiction.

The IDP is the key instrument to achieve developmental local governance for centralized, strategic, participatory, implementation orientated, coordinated and integrated for realizing municipalities' major developmental responsibilities to improve the quality of life of the citizens. It seeks to speed-up service delivery by securing a buy-in of all relevant players and provides government departments and social partners with a clear framework of the municipality's development trajectory to harness implementation efforts. In terms of section 26 of the Systems Act, the core components of an IDP are;

- The municipal council's vision for the long term development of the municipality
- An assessment of the existing level of development in the municipality
- Council's development priorities and objectives for its elected term
- Council development objectives must be aligned with any National and Provincial sector plans
- A Spatial Development Framework
- Council operational strategies
- Applicable Disaster Management Plan
- Financial plan which must include a budget projection for at least next three years, and
- The key Performance Indicators and performance targets determined in terms of the Performance Management System.

The revised IDP is based on lessons learned from the previous revision and planning cycle as well as changing environments and focuses on the following:

- Alignment with National and Provincial issues of importance
- Strengthen the analysis principles of the strategic planning processes
- Ensure better coordination through a programmatic approach and focused budgeting process
- Strengthen performance management and monitoring systems
- Free State Growth and Development Strategies
- National and Provincial Spatial Development Perspectives
- National Key Performance Indicators (NKPI)
- National Development Plan 2030 Vision (NDP)

In response to new demands and requirements stipulated in legislation, political mandate and situational realities, the Local Municipality embarked on an intense strategic assessment and planning processes. Departments and communities played a key role in obtaining a sound understanding of the state of departmental functions and community needs and priorities.

In the end, the Local Municipality as an institution need to respond within its approved strategic framework to address its development challenges and opportunities through the council approved Integrated Development Plan (IDP).

Guiding Parameters

An Integrated Development Plan is a constitutional and legal process required of South African municipalities; however apart from the legal compliance, there are many advantages and benefits to undertaking the integrated development planning process. These include the following:

- Prioritization and allocation of scarce resources to areas of greatest need aligned to spatial budgeting.
- Achieving sustainable development and economic growth.
- Democratizing local government by ensuring full public participation in its planning, implementation, monitoring and evaluation processes.
- Providing access to development funding through the Medium Term Revenue and Expenditure Framework.
- Encouraging both local and outside investment by developing local economic strategies.
- Using the available capacity effectively, efficiently and economically.

There are a few main reasons why a municipality should have an IDP: Utilization of scarce resources. The IDP assists the municipality to focus on the most important needs of the communities taking into account the resources available. In the process the municipality must find the most cost-effective and efficient way of providing services and money spent on the causes of problems in its area of jurisdiction.

The IDP identifies the least serviced and most impoverished areas and points where municipal funds should be spent. It should provide mechanisms to ensure that projects and programs are efficiently implemented and assist developing realistic project proposals based on the availability of resources.

- Attract additional funds
- The IDP provides clear development direction and guidelines that in return will attract investors.
- Strengthen democracy through the active participation of all the important stakeholders in the IDP and Budget process, decisions are made in a democratic and transparent manner.
- Promotes co-ordination between local, provincial and national government.
- The different spheres of government are encouraged to work in a coordinated manner to address the development needs in the local area.

The IDP of a municipality may be amended if and when circumstances require the amendment but must be reviewed annually regardless if there is changing circumstances or not (Section 34 of the MSA).
Both amendments and review of the document must be in accordance with a prescribed process which is described in the Process Plan of particular importance to municipalities and municipal entities is Sections 151 to 164 (Chapter 7) of the Constitution, Local Government, Municipal Structures Act, 1998, MSA, the Local Government: Municipal Finance Management Act, 2003 (MFMA) and the Local Government, Municipal Systems Act, 2003. These Acts forms the cornerstones for municipal operations, planning governance and accountability. More specifically, the regulations of these Acts promote effective planning, budgeting, revenue and expenditure management, reporting, oversight, social and economic upliftment, universal access to essential services and effective performance management.

A number of policies, strategies and development indicators have been developed to ensure that all other government activities are aimed at meeting the developmental needs expressed the local government level. In terms of Section 153(b) of the Constitution, municipalities must participate in National and Provincial development programs and if they are required to comply with these programs they must align to these programs.

1.2 INTERGOVERNMENTAL PLANNING

Section 41(1) of the Constitution contains the principles of co-operative government and inter-governmental relations. Inter-governmental relations mean the relationship between national, provincial and local government. The Constitution states that the three spheres of government are distinctive, inter-dependent and inter related. They are autonomous, but exist in a unitary South Africa and have to cooperate on decision making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

Cooperative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information and coordinate their efforts. Implementation of policies and government programs particularly require close cooperation between the three spheres of government.

The division and allocation of the total government income (revenue) between the spheres of government and within government is regulated by the Division of Revenue Act, 2009 (DORA). The different spheres of government depend on each other for support in project implementation.

In order to implement the principles on cooperative government set out in Chapter 3 of the Constitution, the Intergovernmental Relations Framework Act, 2005 (IGR) was enacted. The Act seeks to set up mechanisms to coordinate the work of all spheres of government in providing services, alleviating poverty and promoting development. It also establishes a line of communication that goes from municipalities to the provinces and directly to the Presidency.

At Provincial level the Premier's Inter-governmental Forum (PIF) exist which consult on broad development in the province, as well as on the implementation of national and provincial policy and legislation. It also seeks to coordinate the alignment of provincial and municipal development planning and strategic planning.

In many development projects, more than one sphere of government may be involved in implementation. Where necessary, the different organs of state may enter into an implementation

protocol that describes the role and responsibility of each organ of state; outlines priorities and desired outcomes; and provides for monitoring, evaluation, resource allocation and disputes settlement procedures. The IGR has been set up to facilitate cooperation and avoid legal proceedings between different spheres of government.

Every department, and every unit within a department, has to develop implementation and action plans based on the overall strategic plan of government. Apart from the annual performance plan, every directorate also has to develop a Service Delivery Improvement Plan.

The relationship between national planning instruments such as the NSDP, provincial plans such as Provincial Growth and Development Strategies (PGDS) and municipal plans (IDP's) must be determined in the context of a set of intergovernmental planning principles. These include:

- All spheres and organs of state should promote coordinated and integrated planning.
- National development priorities and principles should inform planning for all spheres

- Each sphere has its own distinct development tasks and related planning tasks corresponding to the scale of operations and area of jurisdiction; and
- The necessary mutual alignment between national priorities or guidelines, sectoral planning requirements and local needs, conditions and resources must be conducted in the spirit of cooperative governance whereby the plans of one sphere should supports those in another.
- The shared and common platform critical to alignment is made possible through a coherent set of national spatial guidelines based on the twin concepts of development potential and need.
- The normative principles and guidelines embodied in the NSDP provide the central organizing concept for facilitating alignment and serves as the mechanism and basic platform for better coordination and alignment of government programs.

1.3 BINDING PLANS AND PLANNING REQUIREMENTS AT PROVINCIAL AND NATIONAL LEVEL

The preparation and adoption of an IDP is undertaken within a broadly based legislative framework. The main body of legislation, policies and guidelines that provide the foundation upon which Integrated Development Plan rests may be summarized as follows:

NATIONAL LEGALIZATIONS

- The Constitution of the Republic of South Africa (108) of 1996
- Municipal Systems Act (32) of 2000
- Municipal Structures Act (117) of 1998
- Municipal Demarcation Act (28) of 1998
- National Environmental Management Act (107) of 1998
- EIA-Regulations-2006
- National Land Transport Act (5) of 2009
- Municipal Planning and Performance Management Regulation -2001
- Municipal Finance Management Act (56) of 2003
- Intergovernmental Relations Framework Act (13) of 2005
- The National Housing Act (107) of 1997
- Municipal Property Rates Act (6) of 2004
- Disaster Management Act (57) of 2002
- Water Services Act (108) of 1997
- Public Finance Management Act (1) of 1999
- National Environmental Management: Waste Act (59) of 2008
- Spatial Planning and Land Use Management Act (16) of 2013
- Northern Cape Planning and Development Act (7) of 1998

WHITE PAPER:

These include, but not limited to the following:

- White Paper on Local Government
- White Paper on Spatial Planning and Land Use Management
- White Paper on Disaster Management
- Housing White Paper
- White Paper on Waste Management
- White Paper on Environmental Management
- White Paper on Safety and Security

Furthermore there are other national government policies and guidelines which provides an overarching framework namely:-

- National Development Plan 2030
- National Spatial Development Perspective (NSDP)
- National Growth and Development Strategy (NGDS)
- Revised IDP Format Guide (Framework) (IUDF)
- Integrated Urban Development Framework
- Guidelines for Credible IDP's
- National Vision 2014
- 5 year Strategic Agenda for Local Government
- Medium Term Strategic Framework 2014-2019
- Delivery agreement: Outcomes 8
- Delivery agreement: Outcomes 9

PROVINCIAL LEGISLATION AND POLICIES

- The Northern Cape Provincial Growth and Development Strategy (NCPGDS)-Reviewed
- The Frances Baard District Municipal Growth and Development Strategy (FBDMGDS)

INTERNATIONAL POLICIES

- Agenda 21-UN Conference on Environment and Development (Earth Summit)
- Habitat Agenda-UN Conference on Human Settlement (Habitat III)
- World Summit on Sustainable Development (WSSP) 2000
- Cop 21- World Summit on Climate Change 2015.

The Department of Cooperative Governance and Traditional Affairs (COGTA) introduced a new IDP framework for municipalities outside metros and secondary cities. The framework requires that municipalities prepare or review IDP's that are sector oriented. There are two main categories of Sector Plans, namely:-

- Developmental Vision Sector Plans
- Service Oriented Sector Plans

A. Developmental Vision Sector Plans are:-

- Spatial Development Framework (SDF)
- Local Economic Development Strategy (LED Strategy)
- Disaster Management Plan
- Financial Plan

B. Service Oriented Sector Plans are:-

- Water Services Development Plan (WSDP)
- Integrated Waste Management Plan (IWMP)
- Environmental Management Plan (EMP)
- Housing Sector Plan (HSP)

The two categories of sector plans provide strategies; programmes and projects that form the basis for the IDP and Budget. Sector Plans should be prepared in a coordinated manner in order to ensure that the service specific sector plans contribute to the long-term vision of the municipality.

The input sector plans or service oriented plans should be developed to support the vision and strategic intent of the Developmental Vision Sector Plans.

Important principles to guide the development and review of existing Sector Plans during the IDP preparation and review are:

- Plans should be informed by IHSP, HSP, LED Plan and EMP which are in turn informed by the SDF.
- Sector Plans should not be developed in isolation of each other – there should be an integration among the plans
- Plans should indicate programmes and projects to be implemented to achieve the vision of the SDF as expressed in the IHSP, LED Plan and EMP.

1.4 VISION, MISSION, VALUES AND STRATEGIC DEVELOPMENT OBJECTIVES

VISION:

To be people centered, people driven and self- sufficient municipality committed to the provision of effective and quality services to its community".

MISSION:

A mission statement reflects the way in which Dihlabeng Local Municipality will conduct its everyday tasks. It describes the purposes of the Municipality and the area on which the Municipality should focus in order to achieve its vision

"To provide effective and efficient people centered governance that will facilitate the developmental role of Local Government".

MUNICIPAL STRATEGIC DEVELOPMENT OBJECTIVES AND POWERS

Our approach propels the local authority to continue towards building the Developmental State and we will continue to:

- Provide democratic and accountable government for local communities.
- Be responsive to the needs of the local community.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote safe and healthy environment.
- Encourage the involvement of communities and community organizations in the matters of local government.
- Facilitate the culture of public service and accountability amongst its staff and
- Assign clear responsibilities for the management and co-ordination of administrative units and mechanisms.

CORE VALUES

Values are the nexus to our future progress and they are an expression of our emotionalized truths. They serve to guide our decision making and conduct. It is the Devine to the minds of men and women of Dihlabeng to seek and pursue a better life for all, and in no particular order of significance, they are: ***Dedication, Discipline, Sacrifice and Accountability.***

1.5 MUNICIPAL POWERS AND FUNCTIONS

TABLE 1: MUNICIPAL POWERS AND FUNCTIONS

FUNCTION	AUTHORISATION	DEFINITION
Building regulations	Yes	Area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections.
Electricity reticulation	Yes	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and also where applicable, the generation of electricity and also the regulation, control and maintenance of the electric reticulation network.
Fire fighting	Yes	In relation to District Municipality" Firefighting" means Planning, coordinating and regulation of fire services, specialized firefighting services such as mountain, veld and chemical fire services, coordinating of the standardization of infrastructure.
Local Tourism	Yes	The promotion, marketing and if applicable, the development, of any tourism attraction within the area of the municipality with a view to attract tourist, to ensure access, and municipal services to such attractions, and to regulate and structure.
Municipal Airport	Yes	For the arrival or departure of aircraft, the establishment and maintenance of such facility including all infrastructure, the hosting of maintenance of such facility including all infrastructure, the hosting of special air events for local economic development.
Municipal planning	Yes	The compilation and implementation of an Integrated Development Plan in terms of the system.
Storm water	Yes	The management of systems to deal with storm water in built-up areas.
Trading regulations	Yes	The regulation and drafting of by-laws and policies of any facility and or activity related to the trading of goods and services within the municipal area not already being regulated by National and Provincial legislation.
Water (Potable)	Yes	The establishment, provision, operation management and regulation of a potable ware supply system, including the service and infrastructure required for the regulation of water conservation, purification, reticulation and distribution, bulk supply to local supply.
Sanitation	Yes	The establishment, provision, operation management maintenance and regulation of a system, including infrastructure for collecting, removal, disposal and or purification of human excreta and domestic waste water to ensure minimum standard of services.
Billboards and display of advertisements in public area	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger.
Cemeteries, Funeral parlous	Yes	The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically.
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community.
Control of undertaking the sale of liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses.
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/ or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements.
Fencing and fences	Yes	The provision, maintenance and pedestrians along the streets or roads regulations of any boundary or deterrents to animals.
Local amenities	Yes	The provision, manage preserve and maintenance of any municipal place, land and building reserved for the protection of places or objects of scenic, historical, cultural value or interest and the provision control.
Licensing and control of undertakings that sell food to public	Yes	Ensuring the quality, and maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any space that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption.
Sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.

Markets	Yes	The establishment operation, management, conduct, regulations and or control of markets other than fresh produce markets including markets permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment conducts and/or control of facilities for the slaughtering of livestock.
Parks and Recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and /or tourism and include playgrounds but exclude sports facilities.
Pounds	Yes	The provision, management maintenance a
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse Removal	Yes	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and health environment.
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve.
Street lighting	Yes	The provision and maintenance of lightning for the illuminating of streets.
Traffic and parking	Yes	The management and regulation of traffic and parking within the areas of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Public works	Yes	Any supporting infrastructure or services to empower a municipality to perform its functions.
Municipal Airport	No	A demarcated area on land or water which is used for the arrival of air crafts including maintenance of facility including all infrastructure
Municipal Health	No	Municipal Health means environmental health services performed by district municipality.
Air Pollution	No	Any change in the quality of the air that adversely affects human health or wellbeing or the ecosystem used to mankind, now or in the future.

1.6 BATHO PELE PRINCIPLES

The Batho Pele ("People First") principles are aligned to the Constitution – know the service you're entitled to. Government officials must follow the "Batho Pele" principles which require public servants to be polite, open and transparent and to deliver good service to the public.

- ***Consultation***
  Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.

- ***Service standards***

  Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect.

- ***Access***
  All citizens should have equal access to the services to which they are entitled.

- ***Courtesy***
  Citizens should be treated with courtesy and consideration.

- ***Information***
  Citizens should be given full accurate information about the public services they are entitled to receive.

- ***Openness and transparency***

  Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.

- ***Redress***
  if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

- ***Value for money***
  Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

1.7 BRIEF OVERVIEW OF THE PROCESS TO DRAFT REVIEW OF THE IDP

Taking into account the Local Municipal strategic assessment results, institutional resources and development profile and realities, it requires a realignment of the IDP and Budget Process Plan involve:

- **A planning phase** – taking the strategic directives into account, departments developed more detailed Business plans that contain projects proposal with costs, Community needs were taken into account but some of the needs that quire further investigation are not necessarily registered as projects.
- **An evaluation phase** –the project proposals from the various departments are evaluated through a budget assessment process that asses if the projects are in line with council priorities and strategies. A draft Medium Term Income and Expenditure Framework (MTEF) (Budget) and IDP are prepared and approved before an outreach and participation processes begin.
- **A participation process**- the Draft Budget and IDP was discussed across the Municipal Area and community members had the opportunity to engage with the projects and budget proposed for their municipality and their areas. A comment period is provided and communities and interested parties provide comments on the draft IDP and Budget.
- **A finalization phase**- taking the comments into account a final IDP and Budget, must be prepared and submitted to Council for approval.

1.8 WHY INTEGRATED DEVELOPMENT PLANNING REVIEW

Local government operates in an ever changing environment. The dynamic nature of local, district, provincial, national and global environments constantly present local government with new challenges and new demands. Similarly, these needs of communities of Dihlabeng Local Municipality continuously change.

The five year Integrated Development Plan of Dihlabeng Local Municipality is reviewed annually so that the municipality can always be confident that it addresses the real and relevant needs and concerns of the communities. This is the second review in the review cycle of 2018-2019.

This annual review states that, it also legislative requirement in terms of the Local Government: Municipal Systems Act, 32 of 2000.

The focus of this year's Integrated Development Plan has therefore been on aligning municipal programs, projects and strategies with:

- Community needs and priorities identified in the next five years and present challenges.
- Updated statistical information (Statssa).
- Adjustment of targets to keep them realistic within the scarce resources.
- A Revised Spatial Development Framework and other related sector plans.

1.9 INTEGRATED DEVELOPMENT PLANNING AND BUDGET PROCESS

The Dihlabeng Local Municipality annually formulates an IDP/Budget Schedule to guide its development and review processes. This process enhances integration and alignment between Integrated Development Plan and Budget, thereby ensuring the development of an Integrated Development Plan –based Budget. The IDP/Budget Schedule has been amended to be in line with MFMA Circular 54.

IDP AND BUDGET PROCESS	RESPONSIBILITY
Evaluation Framework for credible IDP	COGTA
Submission of 2020 /2021 Budget Strategy and Assumptions to Finance Standing Committee.	Municipal Manager Chief Financial Office
Operating and Capital Budgets which have been adjusted to reflect the Budget Strategies and Assumptions approved by the Council.	
Draft three year budget forecast on Human Resource cost of departments presented to department	
Commencement of Annual Review of tariffs, fees and charges	
Liaise with National and Provincial Government regarding any adjustments to projected allocations for the next three years in Terms of Medium Term Expenditure and Revenue Framework	
Consolidation of public inputs on Ward based planning	IDP Forum
Compilation of consolidated forum report for inclusion of draft IDP	Office of the Municipal Manager
Review of Budget Related policies	Municipal Manager Director and Managers
Draft Operating and Capital Budgets	Executive Mayor Manager Director Manager
Draft Operating and Capital Budgets, Draft IDP's for submission to Mayco	Municipal Manager Manager Director Financial services
Draft Operating and Capital Budgets, Draft IDP adoption by Council for consultation with the community	Municipal Manager Director Manager
Advertise for public comments and public meetings	Municipal Manager

Operational and Capital Budgets forwarded to National and Provincial Treasuries and any prescribed national and provincial organ of state and the website	Chief Financial officer
Public meetings/consultations on the final Draft IDP and Budget	Executive Mayor Municipal manager Directors, Managers
Liaise with National and Provincial Government regarding any adjustments to projected allocations for the next three years	
Consolidate all Budgets inputs and comments from the community and all relevant stakeholders	Office of the Municipal Manager
Report and consider feedback received from community and relevant stakeholders	
Submission of the IDP and Budget to the Mayoral Committee	Municipal Manager Chief Financial officer
Present Draft Service Delivery Implementation Plan to the Mayco	
Approval of IDP and Budget by full Council	Executive Mayor Municipal Manager Chief Financial officer
Forward IDP, Budget to National and Provincial Treasuries	Municipal Manager Chief Financial officer
Service Delivery and Budget Implementation Plan approved by the executive Mayor and Mayco	Executive Mayor Municipal manager
Signing of the Performance Agreements for Municipal Manger and S,56 employees	Executive Mayor Municipal manager Directors

TABLE 2: IDP AND BUDGET PROCESS

1.10 MUNICIPAL KEY PERFORMANCE AREA (POPULAR MANDATE)

All strategic agendas, whether of national, provincial or local government, are underpinned and guided by and designed to satisfy the needs of all local communities. Citizenry of Dihlabeng Local Municipality take the lead in defining and shaping their priorities through a variety of public participation processes and programs, such as ward-based planning, MAYCO meets the people, Community Development Workers and Ward Committees. The following are the key priorities that have been identified from the consultation processes and that have shaped this IDP, informed by the 5 year Local Government Strategic agenda:

- Infrastructure and Services
- Local Economic Development
- Organizational Development and Transformation
- Financial Viability and Management
- Good Governance and Public Participation

1.11 DIHLABENG LOCAL MUNICIPAL TURNAROUND STRATEGY

All Local Municipalities within South Africa were tasked by National Government to prepare Turnaround Strategies with the objective to:

- Restore the confidence in the municipalities, as the primary delivery machine of the developmental state at a local level; and
- Rebuild and improve the basic requirements for a functional, responsive, accountable, effective and efficient developmental local government.

The Dihlabeng Local Municipality identified the following strategies at propelling the Municipality to contribute to building the Developmental State:

- Provide a democratic and accountable government for local communities;
- Be responsive to the needs of the local community;
- Ensure the provision of services to communities in a sustainable manner;
- Promote Social and Economic development;
- Promote a safe and healthy environment;
- Encourage the involvement of communities and community organizations in the matters of local government;
- Facilitate the culture of public service and accountability amongst its staff; and
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

1.12 DELIVERY AGREEMENT - OUTCOME 9

The Municipality responds to the Delivery Agreement: Outcome 9. This outcome intends to ensure a responsive, accountable, effective and efficient local government system with an intention of restoring the confidence of citizens in the local government sphere.

1.13 NATIONAL DEVELOPMENT PLAN (NDP)

The National Development Plan (NDP) is an annual statement of government priorities for the year. It aims to outline government major plans for the year ahead. These plans are announced in the State of the Nation Address delivered by the President during the opening of Parliament. The NDP is informed by the MTSF, the deliberations of the January Cabinet Lekhotla and the President's State of the Nation Address.

The purpose of the NDP is to improve the operation of the mechanisms within government to ensure the proper monitoring and evaluation of work being done. Government has identified priority areas, from now up to 2030. These are to:

- Speed up economic growth and transform the economy to create decent work and sustainable live hoods.
- Introduce massive programme to build economic and social infrastructure
- Develop and implement a comprehensive rural development strategy linked to land and agrarian reform,
- Food security
- Strengthen the skills, and human resource base
- Improve the health profile of all South Africans

- Intensify the fight against crime and corruption
- Build cohesive, caring and sustainable communities
- Pursue African advancement and enhanced international cooperation
- Ensure sustainable resource management and use
- Build a developmental state, improve public services and strengthen democratic institutions.

1.14 NATIONAL AIDS STRATEGY

The strategy is designed to guide South African response to HIV & AIDS and Sexual Transmitted Infection (STI) control. The strategy recognizes the following contextual factors relating to HIV & AIDS and STI transmissions.

- That poverty is critical in terms of spreading the epidemic
- That gender and gender based violence is also central to the problem
- That cultural attitudes and practices which are rigid and conservative may result in the increased spread of these diseases
- That stigma, denial, exclusion and discrimination increase peoples un-likeness to test or seek help once they have contracted these diseases.
- That mobility and lab our migration increases some peoples likeness to engage with other partners thus increasing the spread of the epidemic
- That social fragmentation in informal areas adds to vulnerability of these communities.

The strategy identifies women, adolescents and young adults (15-24 years), children 0-14 years, people with disabilities, men who have sex with men, commercial sex workers, mobile, casual and typical form of work, refugees, injecting drug use and incarcerated individuals as those who are most vulnerable to the pandemic. In order to deal with the pandemic the following focus areas are proposed:

- Preventions(Priority Area1)
- Treatment, care and support (Priority Area 2)
- Research, monitoring and surveillance (Priority Area 3) and
- Human rights (Priority Area 4).

1.15 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The PGDS also plays an important role in shaping the municipality's IDP. The PGDS of the Free State Government is reflected as follows in the municipality's four key performance areas.

- Stimulate economic development
- Develop and enhance infrastructure for economic growth and social development
- Reduce poverty through human and social development
- Ensure a safe and secure environment for all people of the province
- Promote effective and efficient governance and administration.

1.16 FREE STATE SPATIAL DEVELOPMENT FRAMEWORK

The 2009 Free State Spatial Development Framework primarily aims is to guide spatial planning, land development and land use management in the Province.

The objectives of the Free State Spatial Development Framework are to:

Inform on the strategic focus areas (Spatially) of provincial departments and service providers.

Foster Spatial development I such a way that resources are invested optimally and areas of potential are promoted in a suitable manner.

Identifies the key spatial development issues, main nodes and zones of potential where development could be encouraged, and those natural systems and environmental areas where development should be carefully and sensitively managed.

Provide management principles and criteria for spatial development issues to enable Local and District Municipalities to formulate IDP's within a broad policy framework aligned to national planning strategies.

Give direction to line departments within Provincial Government and other development agencies responsible for investment programmes, infrastructure and development.

Assist to co-ordinates sectorial plans and interdepartmental co-operation. Manage development in the province towards achievements of a common vision and use of objectives.

Guide as to where development attention could be directed in the province to achieve the most effective benefits in a coordinated manner for the ordering of spatial development in areas of opportunities and need.

1.17 SUSTAINABLE DEVELOPMENT GOALS (SDG's)

Background on SDG's

- Adopted by world- leaders in September 2015and implemented at the start of 2016, more than 150 countries have plagued to mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one I s left behind.
- The SDG's build on the work of millennium development goals (MDG's that were emphasized from 2000 to 2015.thhe new SDG's are unique in that they are broader in the scope of eradicating all forms of poverty by calling for action by all countries, reach and poor to promote prosperity while protecting the planet.

Goal 1: End poverty in all its forms everywhere.

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Goal 3: Ensure healthy lives and promote well-being for all at all ages.

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Goal 5: Achieve gender equality and empower all women and girls.

Goal 6: Ensure availability and sustainable management of water and sanitation for all.

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10: Reduce inequality within and among countries.

Goal 11: Make cities and human settlement inclusive safe, resilient and sustainable.

Goal 12: Unsure sustainable consumption and production patterns.

Goal 13: Take urgent action to combat climate change and its impact.

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Goal 15: Protect restore and promote sustainable use of terrestrial ecosystems, sustainably manage forest, combat desertification, and halt and reverse land degradation and biodiversity loss.

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

1.18 LEGISLATIVE FRAMEWORK

Constitution of the Republic of South Africa Act 108 of 1996

It stipulates that a municipality must give priority to the basic needs of its community and promote their social and economic development to achieve a democratic, safe and healthy environment.

Local Government Municipal Systems Act 32 of 2000

Stipulates the need for each and every municipality to develop and adopt an IDP, which should be reviewed annually. In addition it outlines the IDP processes and components.

Municipal Finance Management Act 56 of 2003

Makes provision for alignment between the IDP and the Municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and Budget are aligned.

1.19 KEY SECTOR PLANS

Beyond the core components of IDP, as legislated by the Systems Act, the DLM recognized the need to develop further strategies, policies and plans which seeks to deal with specific, issues that will facilitates progressive realization of the desired development trajectory. Close examination of all these strategies and plans will show a greater degree of alignment all the guidelines and development directives outlined in the government policy frameworks. Sustainable development is one of the issues that have received

consideration. This is viewed as critical as sustainable development seeks to balance social, economic and ecological requirements in a long term perspective.

During the past few years DLM developed a number of sectoral and operational plans as outlined below under the strategic themes;

- Local Economic Development, Job Creation and Poverty Alleviation
  Local Economic Development Strategy
  Tourism Development
  Agriculture

- Environmental Management Framework
  Environmental Management
  Disaster Management Plan
  Spatial Development Plan

- Infrastructure Provision and Service Delivery
  Water Service Development Plan
  Housing Plan and
  Waste Removal.

CHAPTER 2: IDP PROCESS

2.1 IDP PROCESS

The Integrated Development Plan (IDP) process is a process through which the municipalities prepare strategic development plans for a five year period. An IDP is one of the key instruments for local government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budget, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

In order to ensure certain minimum quality standards of the IDP Review process and proper coordination between and within spheres of government, municipalities need to prepare IDP review process plan and formulate budget to implement the IDP. The IDP and Budget Process Plan has to include the following:

- A programme specifying the timeframes for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation
- Local Background communities, organs of state, traditional authorities and other role players in
- The IDP review and Budget formulation processes; and
- Cost estimates for the review processes
- The preparation of IDP process plan is in essence the formulation of the IDP and Budget
- Processes set out in writing and require the adoption by Council.

Legal Background

In terms of the Local Government Municipal Systems Act (Act 32 of 2000), Section 25 (1) each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which inter alia, links, integrates and coordinates pans and takes into account proposals for the development the municipality and aligns the resources and capacity of the municipality.

As far as the status of the IDP is concerned, Municipal Systems Act, Chapter 5, Section 35 of the Act clearly states that an integrated development plan adopted by the council of the Municipality is the principal planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality. It binds the municipality in the executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails.

Municipal Systems Act, Chapter 5, Section 36 furthermore stipulates that a municipality must give effect to its integrated development plan and conduct its affair in a manner which is consistent with its integrated development plan.

It is indeed of paramount importance to focus on the involvement of the masses at local governmental level. It is now a developed culture of the Dihlabeng municipality, communities and all other stakeholders to be consulted and engaged in a meaningful way with a view to empower, educate and develop these communities.

Municipal Systems Act, Chapter 5, Section 27 stipulates that:

- Each district municipality, within a prescribed period after the start of its elected terms and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole;
- A framework referred to in subsection (1) bunds both the district municipality and the local municipalities I the area of the district municipalities;
- The framework must ensure proper consultation, co-ordination and alignment of the IDP Process of the district municipality and the various local municipalities.
  Constitution of Republic of South Africa Act 108 of 1996:

It stipulates that a municipality must give priority to the basic needs of its community and promote their social and economic development to achieve a democratic, safe and healthy environment: The object of Local Government are set out 1 Section 152 of the Constitution, accordingly the objects are:

- To provide democratic and accountable government for local communities
- To ensure the provision of service to communities in a sustainable manner
- To promote social and economic development
- To promote safe and healthy environment
- To encourage the involvement of communities and community organizations in the mattes of local government.

2.2 IDP REVIEW PROCESS

The Integrated Development Plan (IDP) process through which the municipalities prepare strategic development plans for a five year period. An IDP is one of the key instruments for local government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner.

In order to ensure certain minimum quality standard of IDP Review process and proper coordination between and within spheres of government, municipalities need to prepare IDP review process plan and formulate budget to implement the IDP.

The IDP and Budget Process Plan have to include the following:

- A programme specifying the timeframes for the different planning steps.
- Appropriate mechanisms, processes and procedures for consultation and participation.
- Local communities, organs of State, traditional authorities and other role players in the IDP Review and Budget formulation processes.
- The IDP Review and Budget formulation.
- Cost estimates for review process
- The preparation of IDP process plan is in essence the formulation of IDP and Budget
- Processes set out in writing and require the adoption by council

The Review Process must consider the assessment and the performance against organizational objectives as well as implementation delivery, the recommendations of the Stakeholder consultation and public

participation, IDP engagement process and also any new information or change in circumstances that might have arisen subsequent to the adoption of the 2017/2022 IDP.

FIGURE 1: IDP REVIEW PROCESS

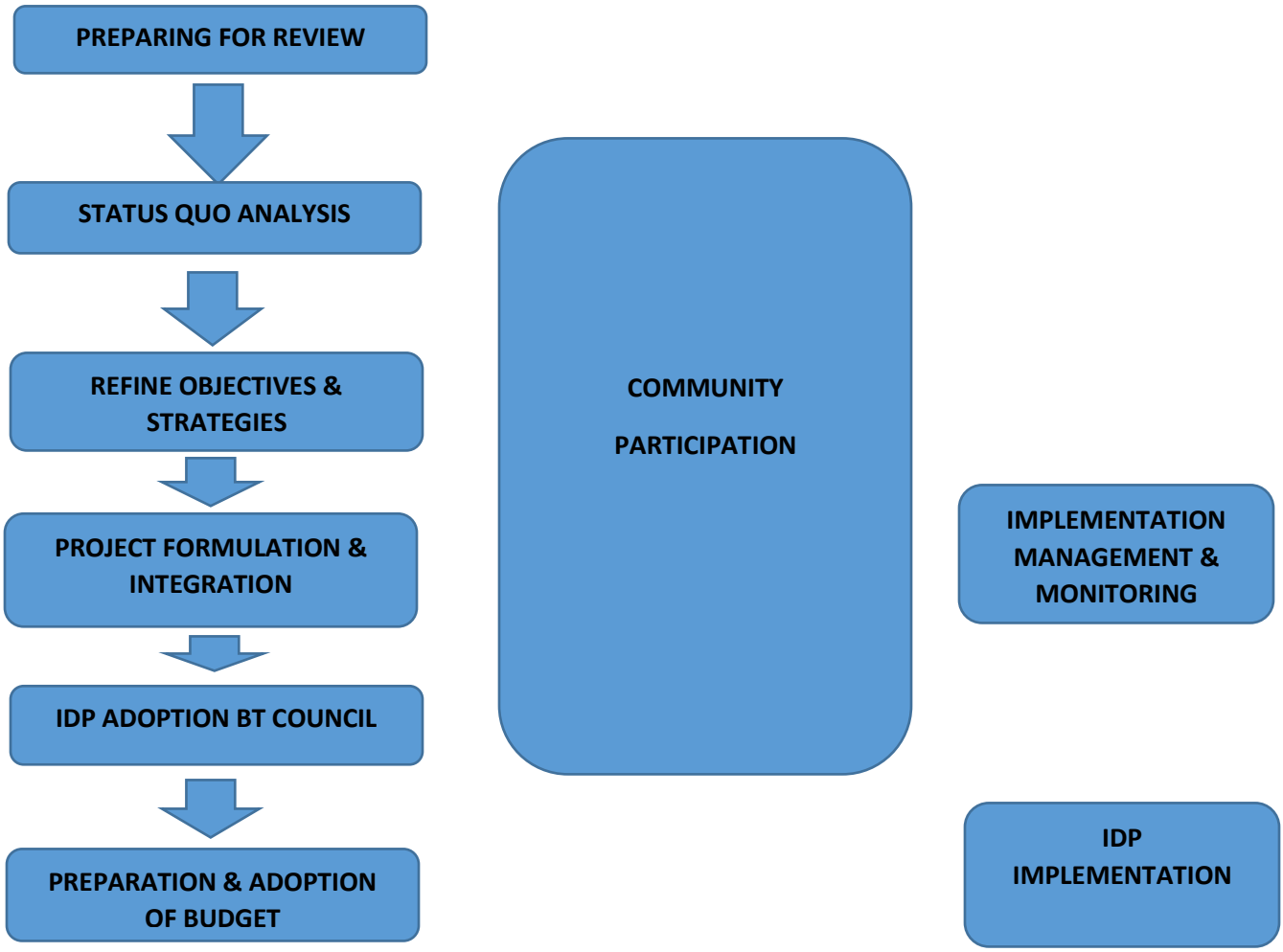
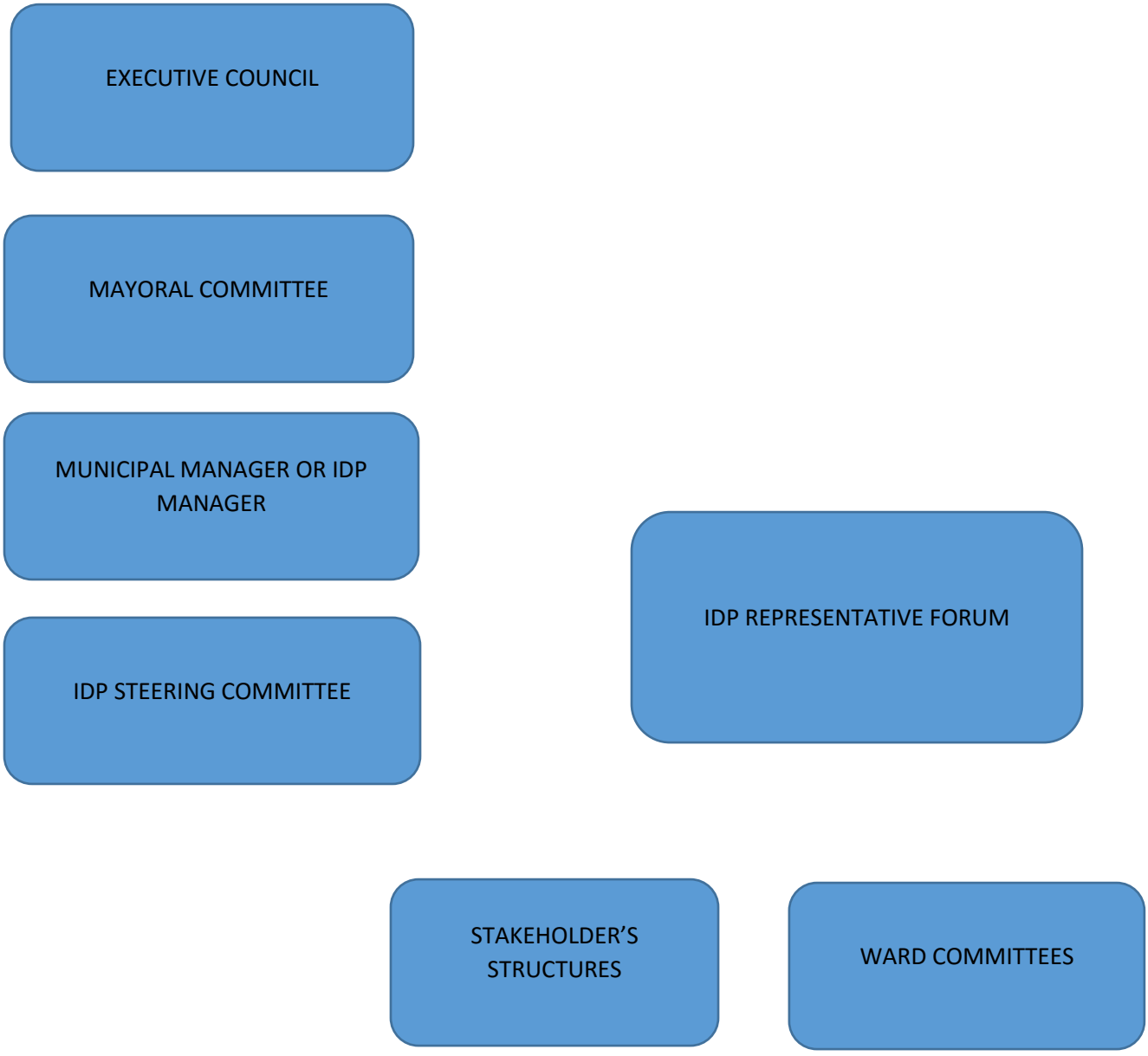


TABLE 3: ACTIVITY PLAN

		Quarter 1			Quarter 2			Quarter 3			Quarter 4		
		June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
PHASES	**BUDGET**												
1. PLANNING PHASE													
Outcomes													
Adopt Process Plan by August 2020													
Activities		X	X										
Invitation for stakeholders to participate in processes plan		X	X										
Adoption of Process Plan		X	X										
2. ANALYSIS PHASE	**R100,000**												
Outcomes													
Situational Analysis													
Activities													
Invitations for stakeholders to participate in IDP Review					X	X							
IDP Review Meeting and Representative Forum					X	X							
Community consultation for their needs					X	X							
Receive inputs from stakeholders.					X	X							
3. REFINE OBJECTIVES, STRATEGIES AND PROJECTS PHASE	**R50,000**												
Outcomes													
Strategies links to real situation.													
Activities								X	X	X			
Submit inputs to Director's, Managers and Sector departments								X	X	X			
Outline prioritized development projects								X	X	X			
Set projects Targets &Indicators													
Budget Allocations (Operational and capital)													
Consolidation of the community needs													
4. INTEGRATION PHASE	**R50,000**												
Outcomes													
Integrated sectoral/departmental projects													
Activities											X	X	X
Alignment of projects/Adjustment Budget , District , Sector Department and Municipality											X	X	X
5. APPROVAL/ADOPTION	**R50,000**												
Outcomes													
Adoption of 2020 /2021 IDP Document by May 2020											X	X	X
Activities												X	X
Draft Revised IDP tabled to Council													
Submission of IDP to District and Province													
Final adoption of IDP by Municipal Council												X	X

FIGURE 2: INSTITUTIONAL ARRANGEMENTS



2.3 INTEGRATED DEVELOPMENT PLANS STAKEHOLDERS AND PUBLIC PARTICIPATION

Public participation is a fundamental ingredient of the Integrated Development Planning process. This is articulated clearly in Chapter 4 of the Municipal Systems Act (32) 2000. Section 16 (a) states that municipalities must encourage, and create conditions for, the local community to participate in the affairs of the municipality.

Thus, in order to ensure participation of all stakeholders, municipalities have to identify all role-players and assign responsibilities to each one of them as summarized below:-

2.3.1 ROLE PLAYERS AND TERM OF REFERENCE

In order to give effect to the implementation of the Process Plan, the following internal key role players as presented hereunder, were identified and various with responsibilities allocated in order to ensure efficient and effective management of the IDP drafting process.

TABLE 4: ROLE PLAYERS

ROLE PLAYER	TERM OF REFERENCE
Municipal Council	• Final Decision-making/Approval of reviewed IDP • Monitoring and Implementation of IDP
Councillors	• Organizing public participation • Linking IDP process to their constituencies
Executive Mayor and Mayoral Committee	• Decide on planning process: nominate persons in charge: monitor planning process • Overall management • and co-ordination responsibility
Finance and IDP Portfolio Committee	• Responsible for assisting the Executive Mayor and the Mayoral Committee in their oversight role • Summarizing and processing of inputs from the participation process
IDP Manager	• Day to day management of the drafting process on behalf of the Municipal Manager • Ensure a properly managed and organized review and planning process
Chief Financial Officer	• Ensure that the Municipal Budget is linked to IDP • Co-coordinating budget implementation as per IDP • Development of the 5 year Municipal Integrated Development plan
IDP Steering Committee	• Elaboration/discussion of contents of the reviewed IDP • Providing inputs related to the various planning steps • Summarizing/digesting/processing inputs from the participation process
IDP Representative Forum	• Forms the interface for community participation in the IDP of the municipality • Monitor the performance of the planning and implementation process
Municipal Officials	• Provide technical/sector expertise and information
District Municipality	• Ensuring vertical alignment between district and local planning
Sector Departments	• Contribute relevant information on the provincial sector departments plans.
Resident's communities and interest groups (civil societies and traditional leaders).	• To represent interest groups and contribute knowledge and ideas in the planning process by: Participating in the IDP Representative Forum to:-

	• Inform interest groups, communities and organizations on relevant planning activities and their outcomes. • Analyze issues, determine priorities, negotiate and reach consensus. • Participate in the designing of project proposals and/or assess them. • Discuss and comment on the draft IDP. • Ensure that annual business plans and budgets are based on and linked to the IDP and, • Monitor performance and implementation of the IDP. • Conduct meetings or workshops with groups, communities or organization to prepare for and follow-up on relevant planning activities.

2.4 ALIGNMENT OF PLANS AND PLANNING PROCESSES OF DIFFERENT SPHERES OF GOVERNMENT

Alignment may be defined as ' a process entailing structured and systematic dialogue within government with a view to bring about coordinated and integrated action among the spheres of government between the spheres and other organs of state to achieve common objectives and maximize. Development impact.

On the basis it is critical therefore that the principal component of the IDP's of local municipalities is aligned with those of the district integrated development plan. These include but are not limited to the following:

- The council development priorities and objectives including its local economic development goals and its internal transformation needs.
- The council development strategies which must be aligned to national and provincial sector plans.
- The council Spatial Development Framework (SDF).
- The Disaster Management Plan.
- The Local Economic Development Strategy.

2.5 POLITICAL LEADERSHIP MANAGEMENT STRUCTURE

The political component of the DLM is based on the Executive Mayoral Committee (MAYCO) system. The Executive has certain legislative and delegated executive powers and appoints members of the mayoral committee in terms of section 60 of the MSA. The Executive Mayor and Mayoral Committee is accountable to the Municipal Council.

COUNCIL STRUCTURES

There are various decision making structures within Council which include the following.

- Municipal Council
- Executive Mayor and Mayoral Committee
- Section 80 Committee
- IDP Steering Committee

ADMINISTRATION COMPONENT

The Municipal Manager is assisted by Directors, to manage the Departments mentioned below:

- Financial Services
- Local Economic Development
- Technical and Infrastructure Services
- Community Services
- Corporate Services
- Office of the Municipal Manager
- Office of the Executive Mayor

TABLE 5: POLITICAL LEADERSHIP STRUCTURE

POLITICAL PARTY	WARD COUNCILLORS	PROPORTIONAL COUNCILLORS
African National Congress (ANC)	17	08
Democratic alliance (DA)	1	07
Economic Freedom (EFF)	0	03
Freedom Front Plus	0	01
Independent	2	0
TOTAL	20	19

TABLE 6: MUNICIPAL COMMITTEES

COMMITTEES	FUNCTIONALITY	COMPOSITION
Audit Committee	Adopted by Council	External committee
Supply Chain committee	Functional	Internal staff
Ward committee	Functional	Community members
Oversight committee (MPAC)	Functional	Councillors
Section 80	Functional	Councillors and officials
Mayoral committee	Functional	Mayco Councillors and Directors
IDP Steering committee	Functional	Mayco Councillors and Directors

2.6 MUNICIPAL OBJECTIVES AND STRATEGIES

Our Municipal Strategies are focused on five key performance areas. The infrastructure Development, The Local Economic Development, Organizational Development and Transformation, Financial Viability and Management and Good Governance and Public Participation.

Our strategic objectives propels the local authority to contribute toward building Developmental State and we are guided by the Constitution and Legal Framework. The Municipality continue to:

- Provide Democratic and accountable governance for local communities
- Be responsible to the needs of the community
- Ensure the provision of services to communities in a sustainable manner
- Promote social and economic development
- Promote safe and healthy environment
- Encourage the involvement of community organization’s in local government matters

2.7 MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION

Ward Committees and CDW's

- The Municipal Systems Act 32 of 2000 forms the pedestal for community and stakeholder participation at local government. One of the main features about the Integrated Development Planning process is the involvement of community and stakeholder organization in the process. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the residents of a municipality. Chapter 4, section 16 (MSA 32, 2000) explicitly outline the notion of community participation.
- To further strengthen community engagements the Dihlabeng Municipality has established 20 Ward Committees and 20 CDW's.
- Ward Committees are key in this process as espoused both in the legislation and they represent the dissemination mechanisms between a municipal council and the community.
- As part of consultation process of the IDP Review, the municipality will embark on extensive community participation and stakeholder's process in all its twenty (20) wards. The participation process must be conducted on ward basis and in the form of public and stakeholders debate on what priority issues are and what appropriate ways and means of dealing with these priority issues.

Stakeholder Organizations

- Stakeholders organizations which represent certain Social, Economic, Gender or environmental interest have to be registered as Stakeholder Association'.
  (At municipal level) through which they can participate in the planning process.
- Un-organized groups should be presented by advocates (eg social workers, NGO's, resource persons who have done studies on such groups, etc.).

IDP Representative Forum

- The IDP Representative forum is a structure that institutionalizes and ensures a representative participation in the IDP process. The representative forum representative the interest of its constituents in the IDP process and thus required to give feedback to its constituencies. The Representative Forum of Dihlabeng must be a fairly representative structure and consist of representatives of the following structures:
  - Community Based Organizations, Non-Government Organizations
  - Business Community, Government Sector Departments, Self Help Organization
  - Ward Councillors, Ward Committees and Community Development Workers
- The Representative IDP Forum has to be involved at least once in each major stage of the drafting process.

Community Outreach meetings

Ward Councillors, Ward Committee members and public participation committee will play a crucial role in convening community meeting and communicating with the community about various municipal governance issues. In general, the Public Participation Process in all 20 wards within the municipality depends largely on the involvement of the community. The schedule for community engagement meeting on IDP Review is depicted.

TABLE 7: COMMUNITY OUTREACH MEETINGS (IDP REVIEW)

WARD	DATE	TIME	VENUE	RESPONSIBLE PERSON
17	09 September 2019	10: 00am	Fateng tse Ntsho	Management Team, District Representative, Cllr Rakhothule Mkhwanazi
12,13,14	18 September 2019	10:00am	Mashaeng community Hall	Management Team, District Representative, Cllr J Tseki Tseki; JM Radebe and Cllr TJ Seekane.
15	26 September 2019	10:00am	Mautse community Hall	Management Team, District Representative, Cllr Modiehi Sempe
20	03 October 2019	10:00am	Kgubetswana community Hall	Management Team, District Representative, Cllr David Lengoabala
9,10,16,18	16 October 2019	10:00am	Bethlehem Town Hall	Management Team, District Representative Cllr: BF Mokoena, CJ Van Niekerk, SM Jacobs, NE Mabizela
1,2,3,8,9,16	10 October 2019	10:00am	Boiketlong Community Hall	Management Team, District Representative, Cllr TI Mofokeng, MM Twala, DB Michaels, BF Mokoena, SM Jacobs
4,5,6,7,9,11,19	11 October 2019	10:00am	Bohlokong New Hall	Management Team, District Representative Cllr MD Motaung, TJ Mbambo and TM Mofokeng, J Twala, MD Shabalala, MV Mofokeng,
Representatives & Stakeholders	24 October 2019	09:00 am	Bethlehem Town Hall	Management Team , District Representative, All Councillors

2.8 PLANNING SYNCHRONIZATION

Framework Plan

Each District municipality, within a prescribed period after the start of its elected terms and after following a consultative process with the Local municipalities within its area, must adopt a framework for Integrated Development Planning in the area as a whole;

A framework referred to in subsection (1) binds both the District municipality and local municipalities in the area of District municipalities;
Given the contents of the District IDP development framework, the Dihlabeng Municipality developed this process plan with guidance from the District Framework guidelines and the expected deliverables. The following table depicts the key critical elements as espoused in the guidelines.

TABLE 8: DISTRICT FRAMEWORK GUIDELINES

FOCUS AREA	DELIVERABLES	RESPONSIBILITY
National and Provincial plans and priorities	Throughout the process of developing the IDP, a particular emphasis will be on the synchronizing an IDP with the National Development Plan (NDP) 2030 vision, Provincial Growth and Development Strategy (PGDS), Outcome 9 Delivery Agreement and other Delivery Agreements, Refined and adopted Local Government Turn-Around Strategy.	Dihlabeng Municipality

Local Developmental priorities	Linkage between National and Provincial priorities will be explained in this focus area. Assistance from the Thabo Mofutsanyana District Municipality and Provincial Department of implementation of the key performance indictors: ▪ Basic Service Delivery and Infrastructure Development ▪ Local Economic Development ▪ Spatial Rationale (SDF) ▪ Financial Management and Viability Institutional Development and Transformation ▪ Good Governance and Public Participation.	Dihlabeng Municipalities, District Municipality, COGTA and other sector departments
Municipal targets		District and Local municipalities
FOCUS AREA	DELIVERABLES	RESPONSIBILITY
Matters for alignment	District and local may have to align on bilateral basis for issues that affect both the municipalities, COGTA should play a coordinating role in ensuring that all spheres understands the need for alignment with local IDP process. Environmental management, Disaster management, Human Settlement and Waste Water Service Plan Waste management, Eskom, Telkom etc.	Dihlabeng Municipality, District municipality and other sector departments
Principles and approach for coordination and alignment	The municipality will participate in the following IGR forums: Provincial IDP forums.	Dihlabeng Municipality

TABLE 9: IDP BUDGET AND PMS SCHEDULE

Table budget planning schedule before Council.	Table the IDP process plan and framework for the review process before council.	Complete organizational SDBIP.	August
Submission of financial statements.	Analysis phase program, meeting and workshops with stakeholders and local communities	Submit annual report to Province and National.	September
In consultation with IDP steering committee develop capital and operating budget for three years.	Outlining Vision, Mission, Goals and formulate strategies and objectives.	IDP and Budget strategic d objectives (Strategic-Session).	October-November
Evaluate estimates and allocations to determine a draft budget options for three years.	Outline prioritized projects.		December - January
Table Draft Budget in Council for public consultation and debate.	Draft revised IDP tabled by council.		March-April
Approve IDP, capital and operating budget and cash flow budget.	Final adoption of IDP by the Executive Council		May

TABLE 10: IDP AND PMS PROCESS

OBJECTIVE	RESPONSIBILITY	TARGET DATE
Develop budget and schedule for preparation of operating and capital budget (adopted from treasury guide).	Budget	August
In consultation with IDP steering committee develop capital and operating budget for the next three years.	IDP Steering committee	November
Develop structure of budget to align with portfolio and organization management structures.	Budget	December
Evaluate estimates and allocations to determine draft budget options for three years.	Budget/All Departments	December-January
Prepare initial estimates of portfolio allocations for the next three years based on the past performance, council priorities and objectives, operational and project plans.	Budget	January
Review tariffs, charges and collection of revenue and prepare forecast of revenue for the next three years in consultation with other municipalities.	Budget	January
Submit electricity tariffs to NERSA for approval.	Budget	March
Prepare cash flow budget /statements.		March
Prepare budget information in reporting formats (National Treasury)	Budget	March
Submit Draft Budget to National Treasury.	Budget	March
Table Draft budget in council for public consultation and debate.	Budget	March
Advertised proposed budget to public for objections.	Budget	April
Communicate proposed budget to community for comments and inputs.	Councillors	April
OBJECTIVE	RESPONSIBILITY	TARGET DATE
Approve capital and operating budget and cash flow budget by resolution that also notes outer two year' projected budgets.	Council	January
Submit approved budget to National Treasury.	CFO	March
Draft SDBIP (Section 69 (3) (a)	Municipal Manager	March

TABLE 11: SWOT ANALYSIS

STRENGTHS	**WEAKNESSES**
▪ Strong Agriculture, mining Tourism and government services sectors. ▪ Located on the strategic N4 route Maputo Corridor. ▪ Close proximity to Gauteng- great tourism source market and export opportunity. ▪ Available labor force. ▪ FET colleges to support skills development. ▪ Good road infrastructure. ▪ Reasonable prized undeveloped land. ▪ Railway lines leading from area to two big cities. ▪ Tourism marketing initiatives exist and established tourism attractions eg. Clarens, Basotho cultural village. ▪ Cultural diverse communities.	• Lack of research and updated statistics. • Need for more cooperation with the private sector. • Need for more involvement of other race groups for IDP public inputs and consideration. • Increasing withdrawal from public participation groups eg. private business people and intellectuals. • Lack of Operational and Capital budget. • Shortage of Skills development. • Control room: lack of communication equipment. • No finalization of Disaster Management Plan. • Outdated, unreliable Fire engine equipment. • No specialized equipment. • Lack of policies and by- laws. • Biased application benefits. • Shortage of skilled personnel. • Rural communities can't be serviced as they are far from towns. • Lack of sufficient funding for activities and operational costs. • Lack of transport to perform outreach programmes. • Leasing the TLB for digging graves.

	• Lack of maintenance of old graves. • Re- selling of reserved graves. • Numbering system not assisting. • No professionals in field of Environmental management. • Procurement of machinery and equipment

OPPORTUNITIES	**THREATS**
• Focus need to be made on financial stability and service delivery, in partnership with private sector. • Financial sustainability being inclusive and holistic in order to accommodate all envisaged projects and programme. • Payment of staff every month. • Improve service delivery. • Internal provincial staff has bursaries to study for the profession. • Provincial funding can assist with mobile library that can reach rural areas. • Submission of annual business plan to the province will assist with funding. • Land available to extend or identify cemeteries. • Filling of existing vacancy with professionals. • Acquisition of relevant equipment training. • Appointment of skilled personnel. • Partnerships to manage possibilities. • Financial expertise available. • Restructuring to accommodate new personnel. • Programmes	• None Payment of Municipal services • Lack funds for projects. • Political Instability

TABLE 12: ISSUES EMANATING FROM 2020 /2021 IDP REVIEW MEETINGS

KPA 1: INFRASTRUCTURE DEVELOPMENT AND TRANSFORMATION				
PRIORITY	**CHALLENGES**	**SOLUTIONS**	**WARD**	**UNIT**
Water & Sanitation	The farms of ward 17 do not have water.	Maintenance of existing boreholes and development of water networks systems to commonages.	17	Paul Roux/Fateng tse Ntsho
Electricity	Units have reduced from 2018-2019.		17	Paul Roux/Fateng tse Ntsho
	High mast lights are not working in certain sections of area.	Municipality to fix high mast lights	17, 12,13& 14	Paul Roux/Fateng tse Ntsho, Fouriesburg/Mashaeng
	Electricity goes down when it is windy and it take 2 days.	Appointment of officials that will be responsible for all public works in ward 17.	17	Paul Roux/Fateng tse Ntsho
	Need for staff appointment in ward 17.	Appointment of financial staff to accept the payments during week days and weekends.	17	Paul Roux/Fateng tse Ntsho
	Business sites that uses residential sites electricity voltage.	Business site to have their own electricity voltage.	17	Paul Roux/Fateng tse Ntsho

	There is a shortage of electricity at Rosendal town and its offices of Tourism.	Maintenance of electricity supply	15	Rosendal/Mautse
Roads and storm water	Need for paving.	Municipality to pave all streets in residential areas.	17,12,13&14	Paul Roux/Fateng tse Ntsho, Fouriesburg/Mashaeng.
	Roads leading to cemeteries is not in the good conditions.	Municipality to upgrade the road leading to cemeteries.	17	Paul Roux/Fateng tse Ntsho
	Need for road signs.	Municipality to place road signs.	17, 12,13& 14	Paul Roux/Fateng tse Ntsho, Fouriesburg/Mashaeng
	Upgrading of bridges and storm water drainages.	Municipality to upgrade and maintain.	17	Paul Roux/Fateng tse Ntsho
	Roads are graveled and not paved in Metati. Roads from Rosendal to Paul Roux must be paved.	There is a need for paving of streets in Metati	15	Rosendal/Mautse
Human Settlement	Utilization of vacant sites(open spaces)	Municipality to utilize all vacant sites in ward 17.	17	Paul Roux/Fateng tse Ntsho
	There is a need for RDP houses in Metati. There is a need for Business site.	Municipality should allocate 1000 RDP houses to community of Metati. Municipality should identify land for businesses.	15	Rosendal/Mautse
KPA 1.1: INFRASTRUCTURE DEVELOPMENT AND TRANSFORMATION				
Sports	Need for maintenance and life guard in existing swimming pool	Municipality to assist	17	Paul Roux/Fateng tse Ntsho
	Need for soccer and netball fields.	Municipality to develop soccer and netball fields.	17	Paul Roux/Fateng tse Ntsho
	Need for free WIFI	Municipality to provide free WIFI in Sports grounds areas.	17,12,13&14	Paul Roux/Fateng tse Ntsho, Fouriesburg/Mashaeng
	Youth Center needed, Access of stadium is difficult.	Make sporting facilities easy accessible	12,13& 14	Fouriesburg/Mashaeng
	Sports committee need for Budget.	8 Sports Committee be allocated funding.	15	Rosendal/Mautse
Public Safety Emergency and Fire				
Refuse Removal & Solid Waste				
Libraries				
Cemeteries				
Parks	Phelo Park and other parks are being upgraded, but need to be revitalized.	Municipality should assist in plantation of more trees.	15	Rosendal/Mautse

LOCAL ECONOMIC DEVELOPMENT				
Agriculture	There is no enough space for planting.	Municipality to provide spaces for planting(School Yards, Stadium Yards etc.	17	Paul Roux/Fateng tse Ntsho
	Need for enough water for our plants.	Municipality to provide jojo tanks for our planting spaces.	17	Paul Roux/Fateng tse Ntsho
	There is no enough spaces for commonages.	Municipality to provide enough spaces for commonages.	17,12,13&14	Paul Roux/Fateng tse Ntsho, Fouriesburg/Mashaeng
	Manmade dams for commonages not in good condition.	Municipality to assist in digging new dams.	12,13&14	Fouriesburg/Mashaeng
	Dumping site near commonage causes livestock death.	Need for rehabilitation of dumping site	12,13&14	Fouriesburg/Mashaeng
	Need for poultry spaces	Spanner space should be used as poultry space.	17	Paul Roux/Fateng tse Ntsho
	Mantshatlala poultry is vandalized.	Need to be upgraded and people be employed.	17	Paul Roux/Fateng tse Ntsho
	Need to employ Cooperatives	Employ cooperatives for cutting of slum boss.	17	Paul Roux/Fateng tse Ntsho
	There is a need for commonage land. Need for Taxi Rank in Rosendal next to cultural village.		15	Rosendal/Mautse
Tourism	Need for marketing place.	Two entrances of Paul Roux there are parks that should be used as marketing place for hands making merchandises e.g bits,thithana,meseme,mothlothlo etc.	17	Paul Roux/Fateng tse Ntsho
	Tot-Since park is wasted.	It should be planted trees for tourist attraction and turned into a coffee shop.	17	Paul Roux/Fateng tse Ntsho
	Need for guest houses.	Municipality to assist cooperatives in establishing guest houses for tourist attraction.	17	Paul Roux/Fateng tse Ntsho
	Need for access to Nkokomani caves.	Municipality should assist.	15	Rosendal/Mautse
SMME's	Ntshole-keo Tshole cooperatives need equipment's.	Municipality to assist with provision of laundry and bricks making machines.	17	Paul Roux/Fateng tse Ntsho
	Need for shopping complex.		12,13&14	Fouriesburg/Mashaeng
	MJ Prinsloo driving school need spaces for driving lessons as well as 1 vehicle.	Space next to traffic department to be utilized for MJ Prinsloo.	17	Paul Roux/Fateng tse Ntsho
	Need to employ Cooperatives	Employ cooperatives	12,13&14	Fouriesburg/Mashaeng
	Tlhakana La Bophelo cooperative need catering equipment's.	Municipality to assist with catering equipment's.	17	Paul Roux/Fateng tse Ntsho
	There is a need for SMME's business Hub.		15	Rosendal/Mautse
SOCIAL SERVICES (SECTOR DEPARTMENTS)				
Health	Need for health Inspector	Municipality to provide one.	17	Paul Roux/Fateng tse Ntsho
	Need for mobile clinic in farms.	Municipality to assist.	17	Paul Roux/Fateng tse Ntsho

	Need for community health workers.	Municipality to assist.	17	Paul Roux/Fateng tse Ntsho
	Need for 24 hours operating clinic.	Municipality to assist.	17	Paul Roux/Fateng tse Ntsho
	Need for home based care.	Municipality to assist.	17	Paul Roux/Fateng tse Ntsho
	There is a need for other Clinic because of increasing population. Need for Emergency Ambulances. Need for security at Clinics.		15	Rosendal/Mautse
Education	Need for youth center.	Municipality to assist.	17	Paul Roux/Fateng tse Ntsho
	Need for technical school.	Municipality to assist.	17,12,13&14	Paul Roux/Fateng tse Ntsho, Fouriesburg/Mashaeng
	Need for disability school and crèches.	Municipality to assist.	17	Paul Roux/Fateng tse Ntsho
SAPS				
Social Development (Churches)	Churches sites need infrastructure, water and sanitation.	Municipality Churches should prioritize water and sanitation at Churches.	15	Rosendal/Mautse

2.9 ACTION PLAN FOR SUMMARY OF ISSUES RAISED BY THE COMMUNITY

As far as possible the intention of this IDP is to link, integrate and co-ordinate development plans for the municipality. Resources and capacity are aligned with the implementation of the IDP, forming the basis for the annual Budget. The DLM also ensures that the IDP is compatible with community needs, national development plans and planning requirements binding on municipality in terms of the legislation.

The preparation process was furthermore strengthened by a concerted effort to strengthen the strategic planning processes. This approach of a better defined strategic intent is linked to implementable and measurable; development programmes will require an ongoing effort to ensure that service delivery initiatives impact where it is need most.

FIGURE 3: MAYORAL COMMITTEE

THE EXECUTIVE MAYOR
Honourable Clr L U Makhalema

SPEAKER

Clr P D Lengoabala

MMC IDP/PMS

M E SEMPE

MMC FINANCE

T J TSEKI

MMC PUBLIC WORKS

M St V MOFOKENG

MMC CORPORATE SERVICES

D B MICHAELS

MMC HUMAN SETTLEMENT

S M JACOBS

MMC COMM SERV

M A MOKOENA

MMC LED

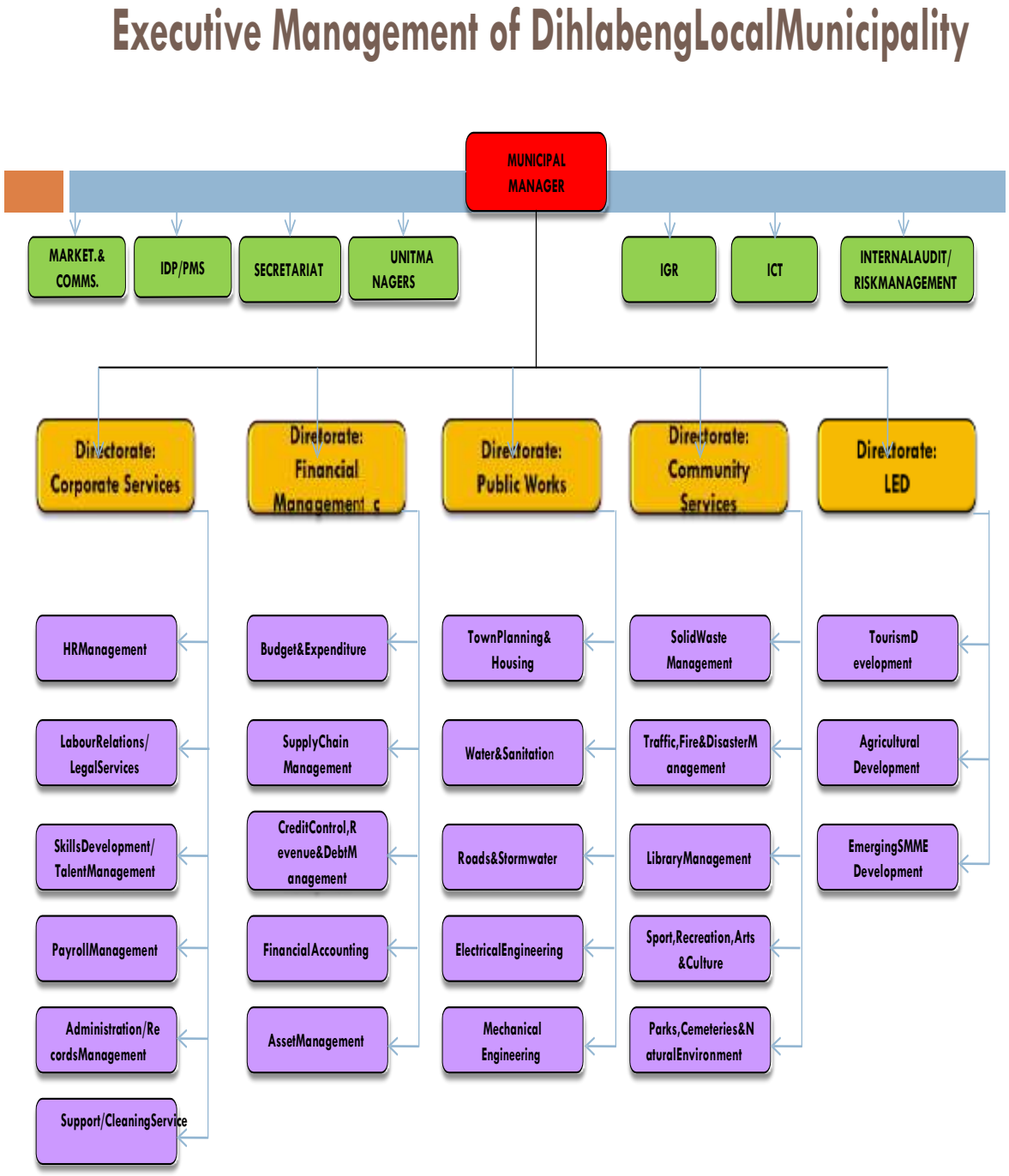
Vacant

MMC WOMAN, CHILDREN &DISABILITY

N E MABIZELA

FIGURE 4: EXECUTIVE MANAGEMENT STRUCTURE

Municipal Manager, Technical Services, Corporate Services, Local Economic Development and Finance. The Information Technology, Internal Audit Unit, IDP/PMS, Marketing and Communication's. The top level organogram of the Municipality is depicted below.



CHAPTER 3: SITUATIONAL ANALYSIS

3.1 BACKGROUND

In accordance with the requirements of the Municipal Systems Act, 32 of 2000, in this chapter we will provide the existing trends and conditions in the Dihlabeng Municipality during the process of reviewing the Integrated Development Plan.

The first step in the IDP review process needs to look at the existing situation of the municipality. During the Analysis phase the review process focused only on the relevant aspects of issues influencing the development of the municipality. The purpose of this phase was also then to ensure that decisions on strategies and projects would be based on:

- The qualitative priority needs and challenges on local residents
- Proper quantitative information on all those priority issues
- Clear knowledge of the availability of local resources
- A holistic understanding of the dynamics or key issues determining the various development priorities within the municipality.

Spatial Rationale / Geographic Location

The Dihlabeng Local Municipality, amongst the Local Municipalities of Setsoto, Phumelela, Maluti a Phofung, Mantsopa and Nketoana falls within the Thabo Mofutsanyana District Municipality, along the eastern boundary of the Free State Province. The total extent of Thabo Mofutsanyana District Municipality covers 28 347km2 in the extent of which Dihlabeng Local Municipality takes up 4 739km, which represents 17% of the District.

The Dihlabeng Local Municipality comprise of a large rural component together with the presence of five (5) urban concentrations, which is briefly explained as follows:

Bethlehem/Bohlokong

Bohlokong can be viewed as the “Capital” of the Eastern Free State and is situated approximately 240km north-east of Bloemfontein, 140km east of Kroonstad and 90km west of Harrismith. The town forms part of the Highland Route and is located 80km from Qwa-Qwa and 60km rom the Golden Gate Highlands. The town originally developed as a service Centre. Growth is stimulated by the strategic location of the area that presently serves as a central regional center. This is attributed to the fact that the area is situated adjacent to the N5 National Road between Bloemfontein and Durban. Bethlehem/Bohlokong is also directly linked to other towns such as Kroonstad, Reitz, Warden and Ficksburg. The accessibility of the town is further emphasized by the prominence of the railway station at the Kroonstad /Durban and Bloemfontein/Frankford railway intersection in the urban area.

Clarens/Kgubetswana

The scenic town of Clarens/Kgubetswana, often referred to as the “Switzerland of South Africa” is situated approximately 34km south east of Bethlehem. Clarens/Kgubetswana is 20km from Golden Gate Highlands. This urban area is situated 10km from the Lesotho boarder and has a splendid view of the Maluti Mountains. The past few years experienced a rapid growth in the tourist industry. The urban area and surroundings is known for its “art and craft” route in the picturesque sandstone Rooiberg and the Maluti Mountains.

Paul Roux/Fateng tse Ntsho

Paul Roux/Fateng tse Ntsho is situated 35km west of Bethlehem. This urban area is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. Bethlehem influences the area to a great extent as a larger service center in close proximity.

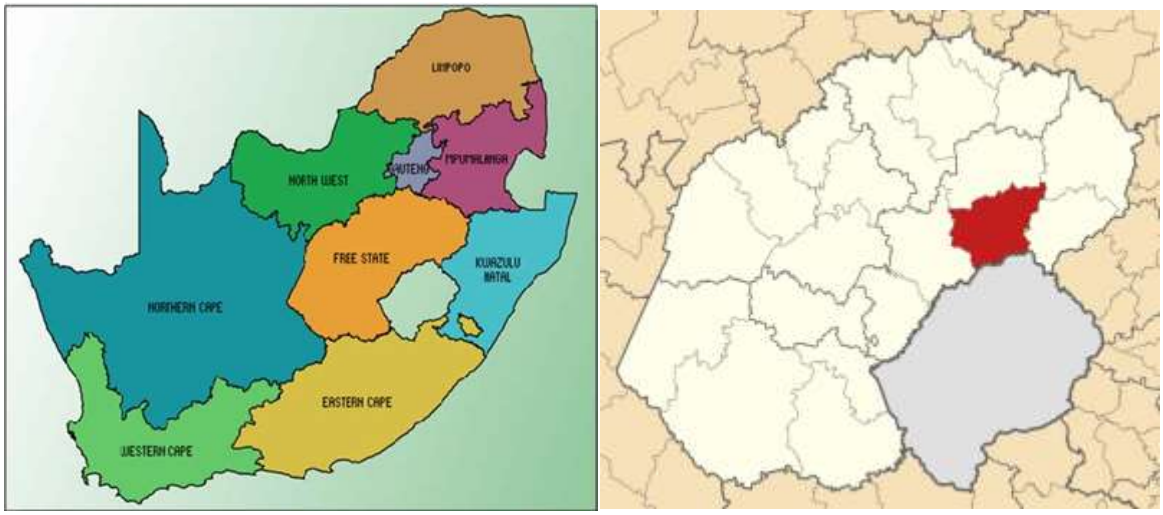
Fouriesburg/Mashaeng

Fouriesburg/Mashaeng is situated on the R26 rote and is close proximity of Lesotho. The town's location in relation to other major centers is as follows: 49km from Bethlehem and 46kmfrom Ficksburg. Situated within the former Fouriesburg District, this urban area is predominantly the function of a small service center to the surrounding agricultural communities. This primary function is being supported by tourism as the latter industry is starting to gain momentum in the eastern Free State.

Rosendal/Mautse

Rosendal/Mautse is approximately 60km South West of Bethlehem. 40km South East of Senekal and 40km North of Ficksburg. The town is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas, together with a growth I tourism.

MAP 1: AREA LOCATION AND PROVINCIAL CONTEXT



MAP 2: REGIONAL CONTEXT

3.2 DEMOGRAPHIC COMPOSITION

The Dihlabeng Local Municipal community comprises of approximately 128 704 individuals and 38 593 households according to the Statssa 2011 Census. The 2016 community survey show an increase in population were have noticed that there are 140 044 people and 46 857 households.

3.2.1 POPULATION

TABLE 13: POPULATION OF DIHLABENG LOCAL MUNICIPALITY

TOTAL POPULATION						
	2011			2016		
Municipality	**Male**	**Female**	**Total**	**Male**	**Female**	**Total**
Setsoto	52 633	59 64	112 597	55 537	62 095	117 632
Dihlabeng	61 153	67 551	128 704	67 562	72 482	140 044
Nketoana	28 611	31 713	60 324	31 142	33 751	64 893
Maluti a Phofung	153 20	182 575	335 784	161 275	192 177	353 452
Phumelela	23 162	24 611	47 772	24 700	25 345	50 054
Mantsopa	24 402	26 654	51 056	25 943	27 583	53 525
Thabo Mofutsanyana	**343 170**	**393 068**	**736 238**	**366 168**	**413 432**	**779 600**

Statssa: Community Survey 2016

POPULATION OF DIHLABENG LOCAL MUNICIPALITY BY AGE PER WARD

AGE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
0-4	667	518	596	730	644	726	572	607	238	242	1081	1231	391	661	742	528	833	629	1345	805
5-9	586	480	556	623	519	680	507	519	204	270	943	1146	380	569	678	508	734	522	1253	718
10-14	532	432	583	575	452	627	473	455	217	301	806	1141	301	641	685	390	665	625	1125	652
15-19	491	422	504	580	469	585	535	486	208	256	744	925	305	525	631	497	670	650	1182	571
20-24	486	418	489	596	545	750	522	533	284	232	991	797	316	606	682	610	768	668	1082	705
25-29	569	455	520	687	536	629	505	649	297	277	867	792	261	607	576	717	606	730	1068	816
30-34	520	389	503	562	426	530	435	564	268	252	698	762	235	472	440	578	487	615	824	857
35-39	453	360	533	401	342	514	290	486	229	339	567	536	169	345	374	437	395	555	856	724
40-44	399	376	508	365	269	542	278	351	226	288	522	370	192	330	385	382	338	485	752	422
45-49	324	294	425	325	308	336	323	287	169	309	538	326	118	347	324	284	339	505	621	378
50-54	271	215	380	305	206	310	311	259	180	299	513	297	122	274	233	229	277	408	392	308
55-59	213	161	308	246	112	222	213	189	117	242	419	247	113	253	240	163	299	434	297	276
60-64	208	136	275	167	111	154	134	160	109	216	297	232	132	183	206	146	190	333	181	267
65-69	144	100	185	76	50	98	82	109	83	172	189	147	83	113	154	94	143	200	129	144
70-74	111	95	111	37	47	75	52	60	85	121	108	126	51	103	105	70	100	143	93	107
75-79	74	53	96	31	41	48	32	49	49	78	83	86	53	86	74	47	73	82	70	76
80-84	49	34	68	21	12	39	14	34	26	48	47	56	26	33	48	24	48	87	36	40
85+	35	27	55	14	9	18	22	23	26	19	53	55	25	28	35	25	48	41	29	39
TOTAL	**6132**	**4965**	**6694**	**6341**	**5097**	**6882**	**5300**	**5821**	**3016**	**3960**	**9464**	**9273**	**3276**	**6177**	**6611**	**5727**	**7014**	**7713**	**11336**	**7905**

Statssa: Census 2011

DIHLABENG PERSONS INDICATORS

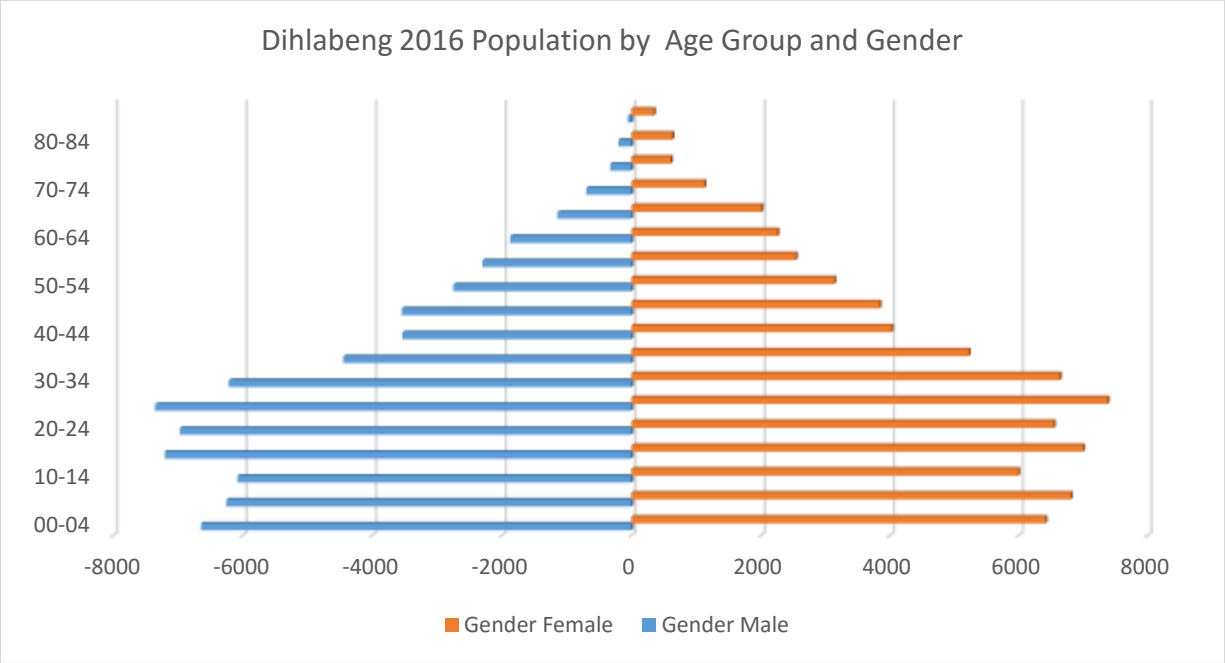
Total Population2011,Census			**Youth (15-34 years)**			**Youth Proportion**	**Person aged 20 years+ who have completed grade 12**
Male	Female	Total	Male	Female	Total	35.7	28 285
61 153	67 551	128 704	22 662	23 233	45 895		
Total Population 2016 , Community Survey			**Youth(15-34 years)**			**Youth Proportion**	**Person aged 20 years+ who have completed grade 12**
Male	Female	Total	Male	Female	Total	39.5	36 938
67 562	72 482	140 044	27 73	27 549	55 288		

Statssa: Community Survey 2016

POPULATION GROUP BY AGE

POPULATION GROUPS	AGE GROUPS	AGE GROUPS					TOTAL		DEPENDANCY RACIO	
	0-14		15-64		65+					
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
Black African	34 837	36 031	72 833	39 893	4867	8636	112 537	84 560	54.5	
Coloured	509	359	1407	465	73	145	1990	969	41.4	
Indian /Asian	119	93	474	215	10	-	603	308	27.2	
White	2357	1693	8940	3734	2029	2479	133.26	7906	49.1	
Other	39	-	198	-	11	-	248	-	25.3	
TOTAL	37 861	38 176	83 852	44 307	6990	11 260	128 704	93 743	53.5	

Graph 1: DIHLABENG 2016 POPULATION BY AGE GOUP AND GENDER



Statssa: Community Survey 2016

TABLE 14: DIHLABENG FERTILITY BY AGE AND POPULATION GROUP

	POPULATION GROUP				TOTAL
	Black African	Colored	Indian/Asian	White	
05-09	-	-	-	-	-
10-14	14	-	-	-	14
15-19	901	-	-	-	901
20-24	3310	21	-	-	3336
25-29	4830	59	-	5	4980
30-34	4735	85	-	92	4887
35-39	4071	69	6	67	4185
40-44	3145	85	-	39	3313
45-49	2855	16	-	82	3037
50-54	386	-	-	76	462
55-59	-	-	-	-	-
TOTAL	24 247	334	6	527	25 114

Statssa: Community Survey 2016

TABLE 15: DIHLABENG MIGRATION BY GEOGRAPHY

GEOGRAPHY	IN MIGRATION
WESTERN CAPE	462
EASTERN CAPE	533
NORTHERN CAPE	381
KWAZULU NATAL	894
NORTH WEST	304
GAUTENG	1827
MPUMALANGA	379
LIMPOPO	248
OUTSIDE SOUTH AFRICA	1256

Statssa: Community Survey 2016

TABLE 16: DIHLABENG MOTALITY RATE BY GENDER OF HOUSEHOLD

GENDER OF HEAD OF HOUSEHOLD	DEATH IN HOUSEHOLD		
	YES	NO	TOTAL
MALE	425	27 244	27 669
FEMALE	713	18 474	19 187
TOTAL	1138	45 719	46 857

Statssa: Community Survey 2016

TABLE 17: DIHLABENG MARITAL STATUS

MARITAL STATUS	
Married	19 639
Married Traditional/Customary	8 129
Polygamous marriage	122
Living together as married partners	4 184
Never married	62 077
Widower/Widow	2 565
Separated	1 356
Divorced	3 796

Statssa: Census 2011

3.2.2 HOUSEHOLD HEADS

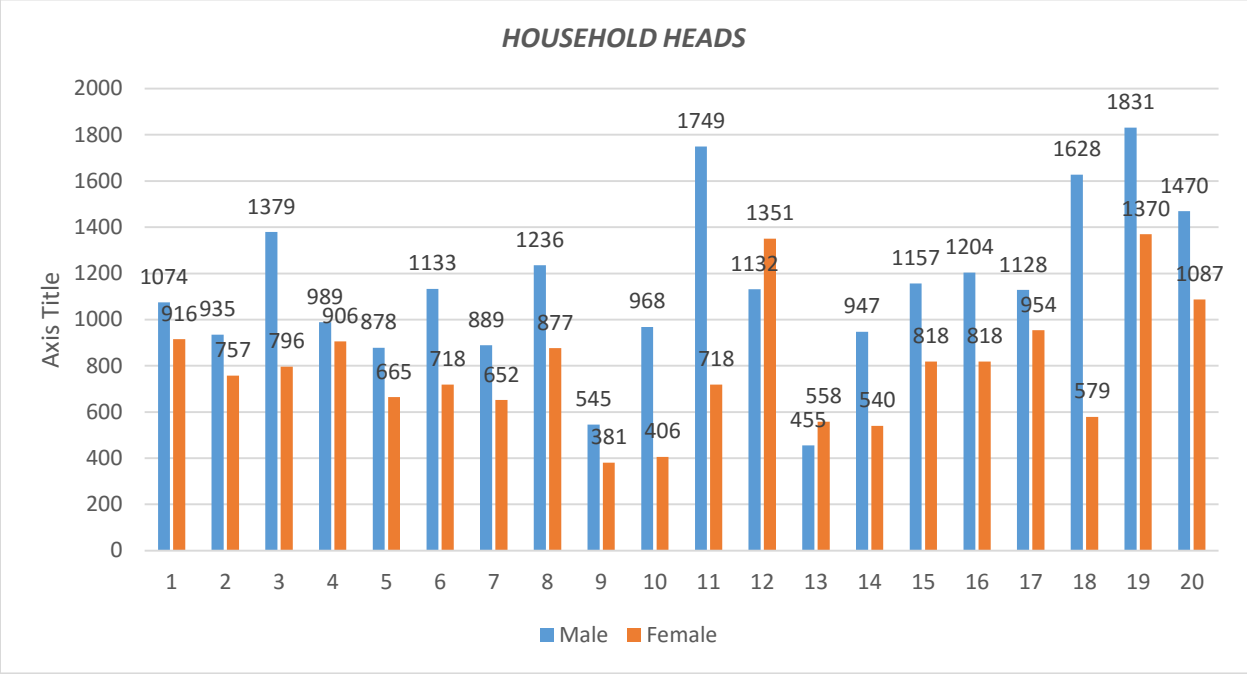
The above indicates the total population, number of households as well as average household size in Dihlabeng local Municipality between the 2011 and 2016. Although the total population as well as the number of has increased households the average household size has decreased from 3.3 to 3.0 but in principle it remains constant to 3 members per household.

TABLE 18: HOUSEHOLD HEADS

HOUSEHOLDS			
2011		2016	
Total households	Household Size	Total households	Household Size
38 593	3.3	46 857	3.0

Statssa: Community Survey

GRAPH 2: DIHLABENG HOUSEHOLD HEADS

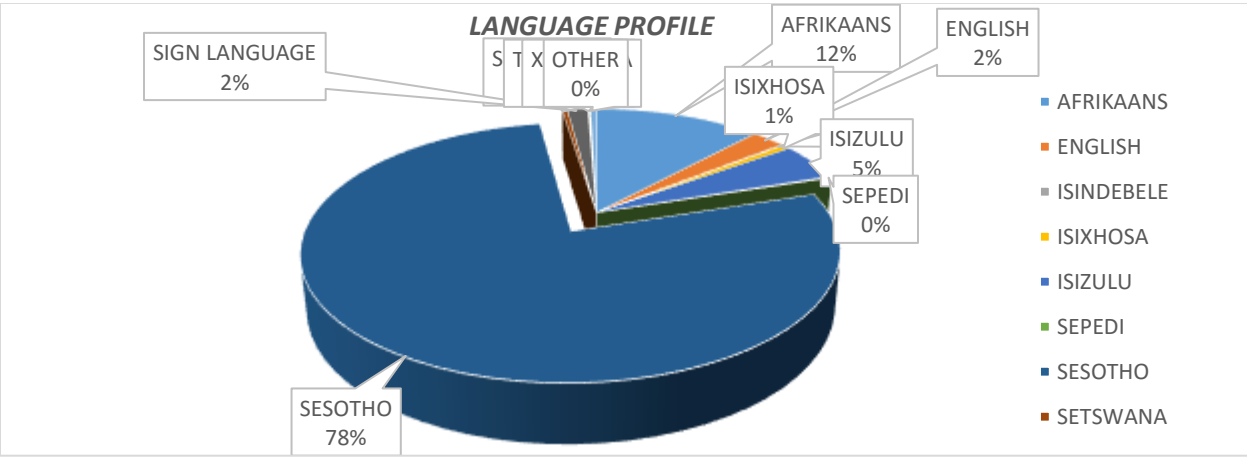


Statssa: Census 2011

3.2.3 DIHLABENG LANGUAGE PROFILE

From the Census 2011 it was evident that in DLM the most dominant language is Sesotho with 78%, followed by Afrikaans with 12%. Other languages used are spoken by the minority groups in the area.

GRAPH 3: LANGUAGE PROFILE

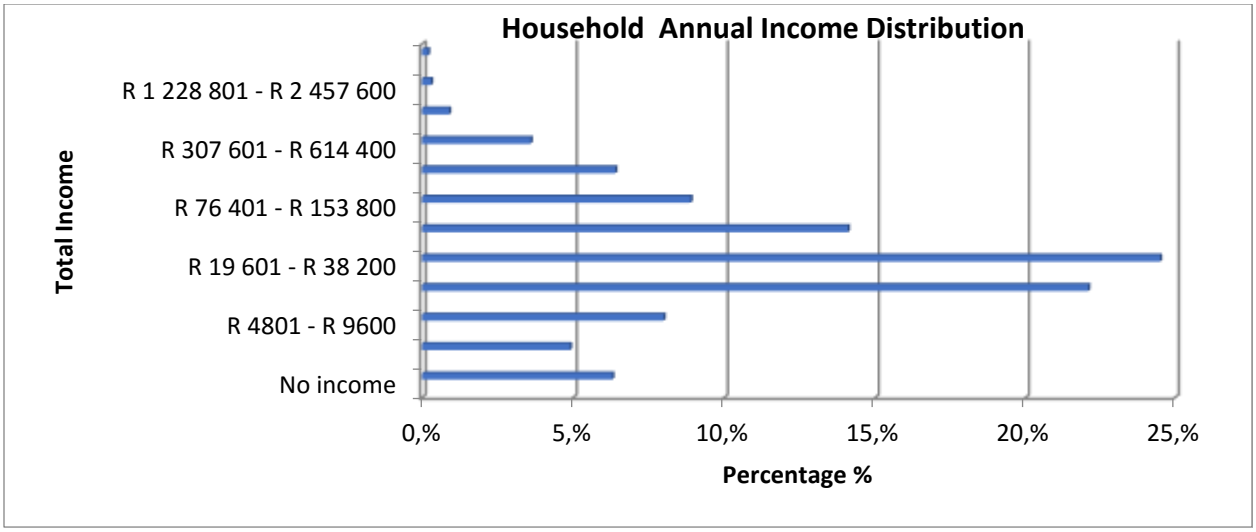


Statssa: Census 2011

3.2.4 DIHLABENG INCOME DISTRIBUTION

Is evident that the largest portion (25%) of employed adults in Dihlabeng earns between R19 601-38 200. The second most significant income category, of R 9 601-19600 represents 22% of the Dihlabeng working adults.

GRAPH 4: INCOME DISTRIBUTION

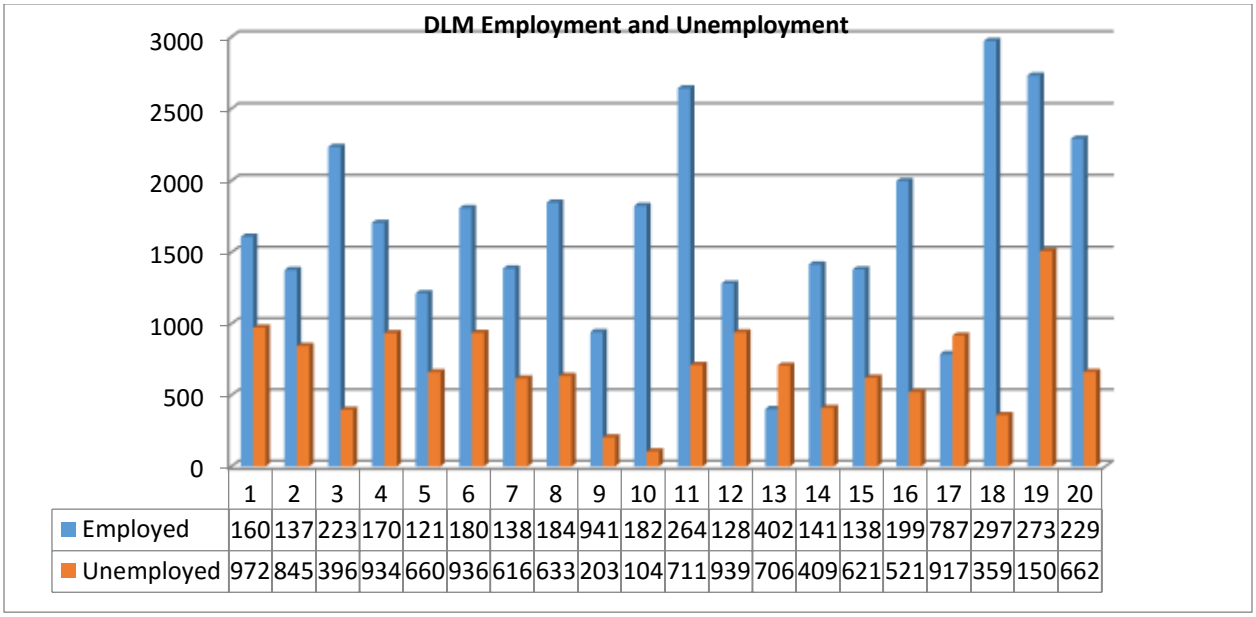


Statssa: Census 2011

3.2.5 DIHLABENG EMPLOYMENT AND UNEMPLOYMENT

The graph below shows that most people from ward 18 are employed while people from ward 17 are less employed; there is a need for job creation initiatives for Dihlabeng community.

GRAPH 5: EMPLOYMENT AND UNEMPLOYMENT



	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Employed	160	137	223	170	121	180	138	184	941	182	264	128	402	141	138	199	787	297	273	229
Unemployed	972	845	396	934	660	936	616	633	203	104	711	939	706	409	621	521	917	359	150	662

Statssa: Census 2011

TABLE 19: DISTRIBUTION OF POPULATION AGED 15-64 BY EMPLOYMENT AND UNEMPLOYMENT STATUS AND GENDER

EMPLOYMENT STATUS	GENDER		TOTAL
	MALE	FEMALE	
Employed	19416	14427	33843
Unemployed	5507	8146	13653
Not Economically active.	14721	21635	36356

Statssa, Census 2011 (2016 municipal boundaries)

POVERTY RATE

DIHLABENG HOUSEHOLD INDICATORS

The table below depicts two measures namely the" poverty headcount and the intensity of poverty" the poverty headcount shows the proportion of indicators in which "multidimensional poor" in the defined area "areas with poverty have decreased from 6.1% in 2011 to 5.2% in 2016". Intensity of poverty is the average proportion of indicators in which multidimensional poor households are deprived, "poor households have increased by 1 %, from 42.3% in 2011 to 42.4% in 2016".

TABLE 20: DIHLABENG PERSONS INDICATORS

POVERTY				HOUSEHOLDS			
2011		2016		2011		2016	
Poverty headcount	Intensity poverty	Poverty headcount	Intensity poverty	Total households	Household Size	Total households	Household Size
6.1%	42.3%	5.2%	42.4%	38 593	3.3	46 857	3.0

Statssa: Community Survey 2016

3.2.6 EDUCATION PROFILE

TABLE 21: DIHLABENG EDUCATIONAL PROFILE

EDUCATION		
	2011	2016
Municipality	Persons aged 20+ years who have completed grade 12.	Persons aged 20+ years who have completed grade 12.
Setsoto	19 908	25 057
Dihlabeng	28 285	36 938
Nketoana	9 334	13 754
Maluti a Phofung	64 407	76 033
Phumelela	7 130	8 321
Mantsopa	9 204	12 880
Thabo Mofutsanyana	137 268	172 983

Statssa, Census 2011 and Community Survey 2016

EDUCATIONAL PROFILE BY WARDS AND GENDER

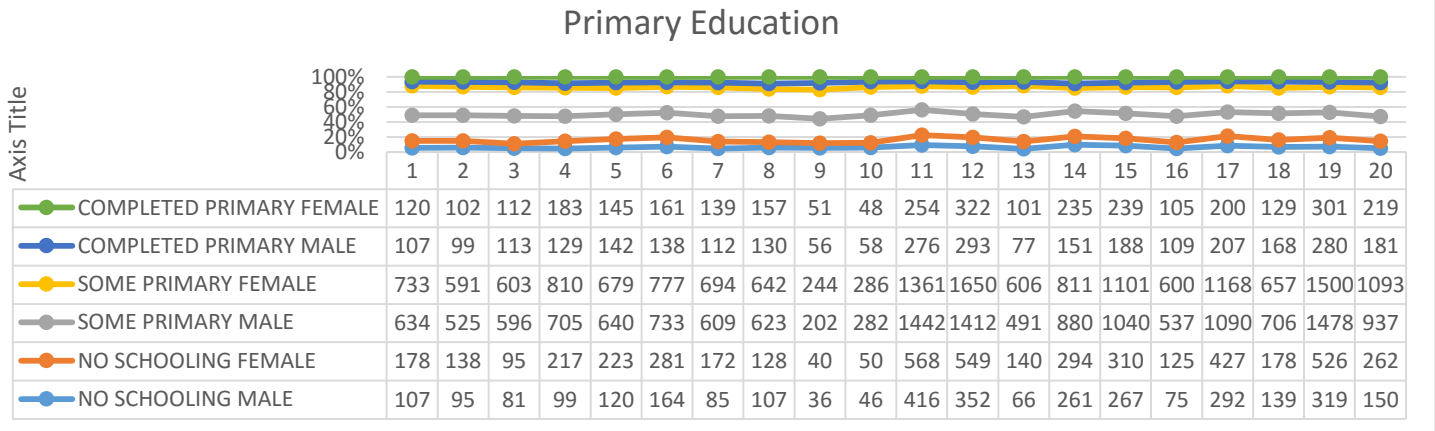
WARD	NO SCHOOLING		SOME PRIMARY		COMPLETED PRIMARY		SOME SECONDARY		GRADE 12		HIGHER		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
1	107	178	634	733	107	120	820	929	639	613	234	342	2541	2915
2	95	138	525	591	99	102	678	811	505	519	155	222	2057	2384
3	81	95	596	603	113	112	662	830	794	868	505	642	2750	3150
4	99	217	705	810	129	183	928	1112	598	580	109	134	2569	3037
5	120	223	640	679	142	145	747	868	426	419	16	24	2092	2358
6	164	281	733	777	138	161	919	995	621	702	187	190	2763	3106
7	85	172	609	694	112	139	840	901	428	462	119	164	2193	2533
8	107	128	623	642	130	157	880	157	607	556	151	197	2498	2709
9	36	40	202	244	56	51	333	51	284	365	206	238	1117	1373
10	46	50	282	286	58	48	314	48	541	583	433	539	1673	1805
11	416	568	1442	1361	276	254	1182	254	579	543	128	120	4023	4093
12	352	549	1412	1650	293	322	1059	322	395	384	67	68	3579	4357
13	66	140	491	606	77	101	405	101	164	210	47	62	0	1625
14	261	294	880	811	151	235	712	235	329	295	135	145	2468	2608
15	267	310	1040	1101	188	239	811	239	273	282	111	128	2690	2999
16	75	125	537	600	109	105	805	105	691	614	205	286	2424	2618
17	292	427	1090	1168	207	200	870	200	367	351	73	88	2899	3280
18	139	178	706	657	168	129	873	129	823	856	525	543	3233	3226
19	319	526	1478	1500	280	301	1749	301	795	884	118	179	4739	5252
20	150	262	937	1093	181	219	919	219	592	594	156	196	2935	3468
TOTAL	**3878**	**4901**	**15 563**	**16 606**	**3014**	**3323**	**16 506**	**3323**	**10 451**	**10 679**	**3682**	**4510**	**52 493**	**58 897**

Data Source: Statssa: Census2011

STATUS ON PRIMARY EDUCATION LEVEL

Colored Code	%	%
Green - Female - Completed Primary	100%	99
Blue - Male - Completed Primary	91%	92
Yellow - Female - Some primary	80%	89
Grey - Male some - Primary	50%	58
Brown - Female - No schooling	10%	21
Light blue - Male - No schooling	0%	10

GRAPH 6: STATUS OF EDUCATION *(PRIMARY EDUCATION*



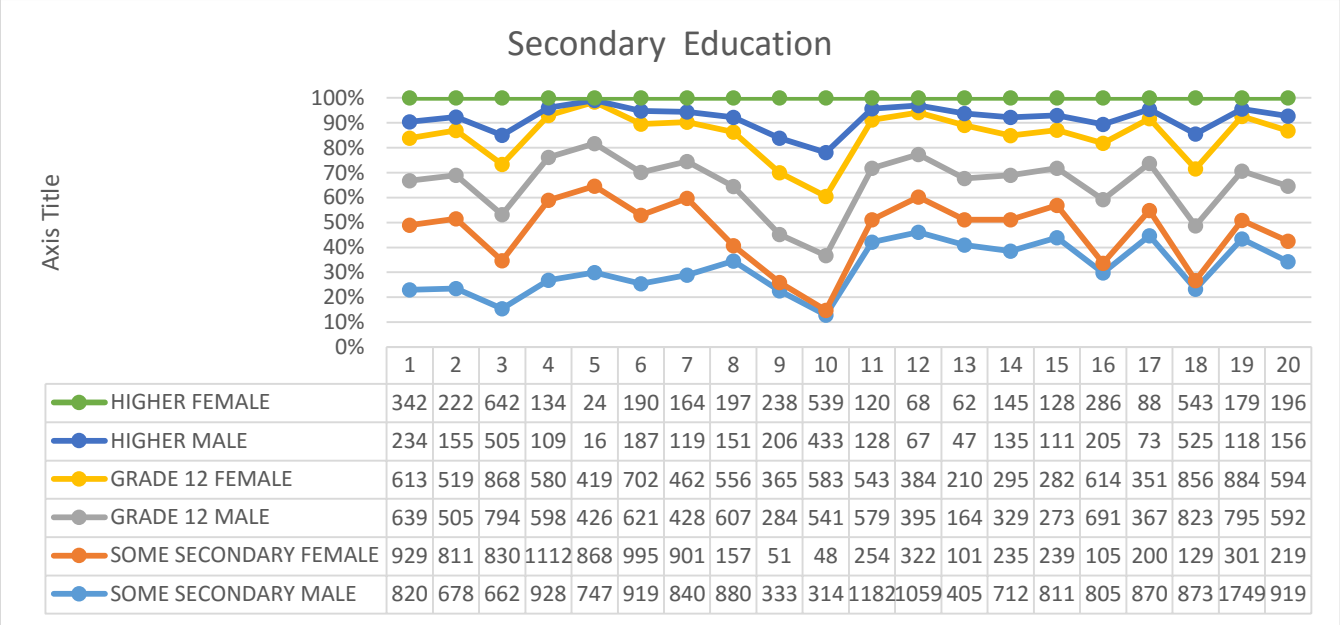
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
COMPLETED PRIMARY FEMALE	120	102	112	183	145	161	139	157	51	48	254	322	101	235	239	105	200	129	301	219
COMPLETED PRIMARY MALE	107	99	113	129	142	138	112	130	56	58	276	293	77	151	188	109	207	168	280	181
SOME PRIMARY FEMALE	733	591	603	810	679	777	694	642	244	286	1361	1650	606	811	1101	600	1168	657	1500	1093
SOME PRIMARY MALE	634	525	596	705	640	733	609	623	202	282	1442	1412	491	880	1040	537	1090	706	1478	937
NO SCHOOLING FEMALE	178	138	95	217	223	281	172	128	40	50	568	549	140	294	310	125	427	178	526	262
NO SCHOOLING MALE	107	95	81	99	120	164	85	107	36	46	416	352	66	261	267	75	292	139	319	150

Data Source: Statssa: Census2011

STATUS ON SECONDARY EDUCATION LEVEL

Colored Code	*%*	*%*
Green - Female - Higher Completed	100%	99%
Blue - Male - Higher Completed	80%	100%
Yellow - Female - Grade 12	60%	100%
Grey - Male some - Grade 12	38%	80%
Brown - Female - Some secondary	11%	50%
Light blue - Male – Some secondary	10%	49%

GRAPH 7: STATUS OF EDUCATION (SECONDARY EDUCATION)



	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
HIGHER FEMALE	342	222	642	134	24	190	164	197	238	539	120	68	62	145	128	286	88	543	179	196
HIGHER MALE	234	155	505	109	16	187	119	151	206	433	128	67	47	135	111	205	73	525	118	156
GRADE 12 FEMALE	613	519	868	580	419	702	462	556	365	583	543	384	210	295	282	614	351	856	884	594
GRADE 12 MALE	639	505	794	598	426	621	428	607	284	541	579	395	164	329	273	691	367	823	795	592
SOME SECONDARY FEMALE	929	811	830	1112	868	995	901	157	51	48	254	322	101	235	239	105	200	129	301	219
SOME SECONDARY MALE	820	678	662	928	747	919	840	880	333	314	1182	1059	405	712	811	805	870	873	1749	919

Data Source: Statssa, Census 2011

SCHOOLS AROUND DIHLABENG

UNIT	**TYPE OF SCHOOL**						
	Primary	Secondary	Combined	Private	Intermediate	Farm Schools	
Bethlehem	8	5	1	6	2	?	
Fouriesburg	2	1				?	
Clarens	2	1		1		?	
Rosendal	2	1				?	
Paul Roux	2	1				?	
TOTAL						?	

3.2.7 IMPLICATIONS OF DEMOGRAPHIC PROFILE

TABLE 22: IMPLICATIONS OF DEMOGRAPHIC PROFILE FOR PLANNING

<table>
<tr><th>DEMOGRAPHIC CATEGORY</th><th>CHARACTERISTICS</th><th>IMPLICATIONS FOR PLANNING</th></tr>
<tr><td>Gender profile</td><td>48% Male .52% Female</td><td>• There is a need to increase the representatively of female persons in the workplace and in the social life in the municipality
• Gender violence must be regarded as a priority issue, with social and economic implications in the municipality’s planning system processes.</td></tr>
<tr><td>Age structure</td><td><table><tr><th></th><th>Male</th><th>Female</th></tr><tr><td>Black African</td><td>61083</td><td>65494</td></tr><tr><td>Colored</td><td>690</td><td>917</td></tr><tr><td>Indian</td><td>257</td><td>139</td></tr><tr><td>White</td><td>5532</td><td>5931</td></tr><tr><td>Total</td><td>67562</td><td>72482</td></tr></table></td><td>• Special interest groups, with specific references to the youth and the elderly must be given priority in the planning of the municipality.
• More than 36% of the population is between the ages of 20-39 years; emphasize the importance of local economic development initiatives to create employment opportunities for job seekers.</td></tr>
<tr><td>Population group</td><td></td><td>• Africans constitute more than 90% of the population in the municipal area. This reality must be reflected in a manner in which the municipality is planning. The municipality must prioritize service delivery and economic opportunities.</td></tr>
<tr><td>Wards</td><td></td><td></td></tr>
<tr><td>Movement of people</td><td></td><td>• Agriculture remains the core economic activity in the municipal area, and attracts a lot of job seekers. There is an increase in the total number of household, which cause pressure on infrastructure and the service capacity of the municipality.</td></tr>
<tr><td>Language</td><td></td><td>• The element of language is extremely important to give practical effect to two of the cornerstone of South African local government dispensation, namely community consultation and customer care.</td></tr>
</table>

3.3 STATUS QUO ANALYSIS

KPA 1: ACCELERATED SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT ([PUBLIC WORKS)

The information under these KPA indicates the existing level of development in the community, the names of settlement and their level of service in respect of priorities, (water, sanitation, electricity, roads and storm water, housing etc.).

3.3.1 PRIORITY 1: ACCESS TO WATER & SANITATION

Background and Problem Statement

The Dihlabeng Local Municipality as Water Service Authority (WSA) is committed to improve the physical, socio-economic and institutional environment in order to address poverty and promote infrastructure development. The Municipality is assisted by department of Water Affairs to review Water Service Development Plan (WSDP).

This culminated to the aggregation of the main issues in the WSDP which was adopted in 2012. The WSDP outlines service level profiles, resources profile and future bulk needs, as well as programmes that must be pursued to address the identified challenges. The WSDP provides a holistic integrated view of the water and sanitation service requirements and planning within the Dihlabeng Municipal area, however, capacity to implement these plans, particularly at the level of units is a challenge that must be carefully explored.

Infrastructure Services

Considerable spending on eradicating backlogs in infrastructure services has taken place. Despite these efforts the backlogs are not eradicated as expected.

TABLE 23: WATER SERVICE PROVISION

WATER SERVICE PROVISION				
Status of Sector Plan (WSDP)				Draft 2015 WSDP
Availability and status of operation and maintenance plan.				Available and in use.
Status of bulk supply storage.				Sufficient except in Rosendal/ Mautse
National target for water service.				100% access to all
Is the Municipality the Water Service Authority?(Yes/No) Indicate the arrangements for service delivery of water.				Yes the Municipality delivers water to all residents.
Approved service level of Municipality.				
Formal Areas				Basic yard connection.(37 729
Informal Areas				Communal standpipe.(847)
Number of HH with access to water				
Total HHs-	RDP & above	Below RDP	No Service	**Interventions Required**
38 593(Census 2011)	37 827	766	0	Installation of water network in Metati (Rosendal)

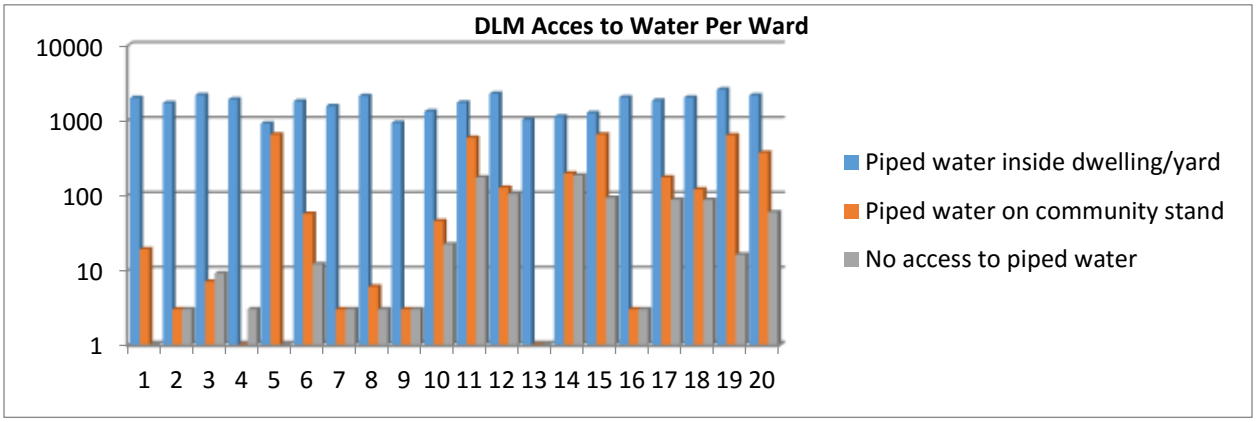
Source: Statssa Census 2011

TABLE 24: STATS FROM CENSUS 2011 AND 2016 COMMUNITY SURVEY WITHIN LOCAL MUNICIPALITIES

2011			**2016**	
MUNICIPALITY	**ACCESS TO PIPED WATER**	**NO ACCESS TO PIPE WATER**	**ACCESS TO PIPED WATER**	**NO ACCESS TO PIPE WATER**
Setsoto	33057	631	33513	3875
Dihlabeng	37739	854	43926	2931
Nketoana	16372	946	18960	704
Maluti A Phofung	96300	3927	93304	17420
Phumelela	12372	516	13 091	1495
Mantsopa	14993	176	15 806	1145
Thabo Mofutsanyana	210834	7051	218601	2757

Statssa, Census 2011 and Community Survey 2016.

GRAPH 8: ACCESS TO WATER


DLM Acces to Water Per Ward
10000
1000
100
10
1
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
Piped water inside dwelling/yard
Piped water on community stand
No access to piped water

Statssa, Census 2011

TABLE 25: WATER RESOURCE USAGE AND FINANCE

WATER	Urban		Rural		TOTAL	ASSESSMENT	ASSESSMENT	In place?	Time Frame				Sufficient for			ASSESSMENT	In place?	Sufficient	ASSESSMENT
Resources available to perform function? (Yes: Y, No: N, Not Applicable: NA):									Short (1) Medium (3) Long (5) None				RDP	Higher Level	Growth & Development				
Quality: Information Accuracy Assessment																			
Quantity: Assessment of Information Completeness	Current	Previous	Current	Previous					1	3	5	N	*	*	*				
						%	%	Y / N / NA								%	Y / N		%
Metering, Billing & Income																			
*** 10.5.1 Residential: Water**																			
* Units Supplied	108 244	14 754																	
* Metered %	90%	90%																	
* Billed %	100%	100%																	
* Not Metered	N/A	N/A																	
* Income Received %	65%	65%																	
* Non Payment %	40%	40%																	
10.5.2 Industrial: WATER																			
Units Supplied	82 269	72 212																	
Metered %	100%	100%																	
Billed %	100%	100%																	
Not Metered	N/A	N/A																	
Income Received %	85%	85%																	
Non Payment %	10%	10%																	

TABLE 26: WASTE WATER RISK ABATEMENT PLAN

KEY RISK AREAS	BETHLEHEM	CLARENS	FOURIESBURG	PAUL ROUX	ROSENDAL
ADWF Design Capacity(ml/d)	25.6	2.5	1.25	1.3	0.5
Operational flow(% of capacity)	72%	40%	1.24%	151%(NI)	151(NI)
Annual Average Effluent Quality 2012-2013	65.6%	0.0%	0.0%	NMR	0.0%
1.Micribiological Compliance %	50.0%	0.0%	0.0%	NMR	0.0%
2.Phisical Compliance	75.0%	0.0%	0.0%	NMR	0.0%
3.Chemical Compliance	62.5%	0.0%	0.0%	NMR	0.0%
Technical Skill	Partial	Partial	Partial	Partial	Partial
2014 Waste Water Risk Rating	74.1%	76.5%	88.2%	47.1%	94.1%

TABLE 27: BLUE AND GREEN DROP ASSESSMENT RESULTS

PERFORMANCE AREAS	BETHLEHEM	CLARENS	FOURIESBURG	ROSENDAL
Water Safety Planning	22.5	19.95	17.85	17.85
Treatment Process Management	6.40	3.16	1.20	1.20
DWA Compliance	15.90	16.50	0.00	0.00
Management Accountability	5.68	5.68	5.68	5.08
Assets Management	11.80	10.22	10.75	10.22
Use Efficiency, Loss Management	1.70	1.70	1.70	1.70
2014 Blue Drop Score	66.80%	61.05%	40.18%	39.10%
DIHLABENG ACHIEVED 46% OF GREEN DROP DURING 2013 ASSESSMENT CYCLE				

Source: Municipal Data 2013/2014

The DLM has high number of households with RDP water service standard with 88, 4% of households receiving water.

TABLE 28: SERVICE LEVELS FOR CORE FUNCTION: WATER

TOWN	HOUSEHOLDS CENSUS 2011	HH RDP WATER SERVICE LEVELS 2011 CENSUS		WATER BACKLOG 2011 CENSUS	HOUSEHOLDS COMMUNITY SURVEY 2016	WATER BACKLOG 2016 COMMUNITY SURVEY
		NUMBER	%	NUMBER		NUMBER
Bethlehem	26 996	24 556	90.0	2 448		
Clarens	2 557	2 131	83.3	426		**No access to piped water**
Paul Roux	2 083	1 824	87.6	256		
Rosendal	1 975	1 244	62.9	729		
Fouriesbur	4 982	4 372	87.8	607		
TOTAL	**38 593**	**34 127**	**88.4**	**4 466**	**46 857**	**2 931**

TABLE 29: REASONS FOR HOUSEHOLDS WITHOUT ACCESS TO PIPED WATER

Name of informal settlement	Ward	Total Nr of informal dwellings	Reasons
Metati	17	±1000	Informal settlements Not yet formalized.
Bohlokong (Captain Charles Selahliwe Riverside)	5,7,19,	±1097	
Fateng tse Ntsho	15	±93	
Kgubetswana	20	±300	
Status of the provision of Free basic water			
Is there an approved FBS policy? (Yes/No)			
	Yes		

TABLE 30: ASSOCIATED SERVICES

PUBLIC AMENITIES CONSUMER TYPES	TYPE	NONE OR INADEQUATE SUPPLY		COMMUNAL SUPPLY	CONTROLLED VOLUME SUPPLY	UNCONTROLLED VOLUME SUPPLY
		Water	Sanitation			
Police Station	Urban	0	0	0	7	0
	Rural		0	0	0	0
Magistrate Office	Urban	0	0	0	3	0
	Rural	0	0	0	0	0
Business	Urban	0	0	0	0	0
	Rural	0	0	0	0	0
"Dry Industries"	Urban	0	0	0	0	0
	Rural	0	0	0	0	0
Office Building	Urban					
	Rural					
Prisons	Urban	0	0	0	1	0
	Rural	0	0	0	0	0
Schools	Urban	0	1	0	35	0
	Rural	0	34	1	6	58
Hospitals	Urban	0	0	0	3	0
	Rural	0	0	0	0	0
Clinics	Urban	0	0	0	12	0
	Rural	1	1	0	0	1

3.3.1.1 STANDARD LEVEL OF WATER AND SANITATION

INTRODUCTION

The South African Constitution assigns municipalities the duty of ensuring the provision of basic services; promoting social and economic development and a safe and healthy environment in which to live and work. This chapter outlines Dihlabeng Local municipal infrastructure and Services.

Problem Statement

The DLM has a high number of households with RDP water service standard with 88, 4% of household receiving water. With a backlog of 2931 according to 2016 community survey. Much improvement have to be made in rural areas.

The municipality is responsible to ensure that all infrastructures is maintained and kept in working condition and provide new infrastructure for new services such as new water networks, reservoirs etc. All household should have access to drinking water.

The Dihlabeng municipality as Water Service Authority is committed to improve the physical, socio –economic and institutional environment in order to address poverty and promote infrastructure development. The municipality is currently assisted by department of Water Affairs to review Water Service Development Plan.

This culminated to the aggregation of the main issues in the WSDP which was adopted by council in 2012. The WSDP outlines service level profiles, resources profile and future bulk needs, as well as programmes that must be pursued to address the identified challenges. The WSDP provides holistic integrated view of the water and sanitation service requirements and planning within the Dihlabeng municipal area, however capacity to implement these, plans, particularly at the level units is a challenge that must be carefully explored.

Guidelines
The definitions in the compulsory national standards add to the definitions provided in Section 1 of the Water Service Act No 108 of 1997, WSA 108 of 1997.
The compulsory national standards talk about 'user connection' rather than 'consumer installation', which is used in the Water Service Act No 108 of 1997, WSA 108 of 1997.
This is because 'user connection' includes both 'consumer installations' as well as bulk connections to other WSIs or groups of domestic (household) users.

BASIC WATER SUPPLY

WHAT THE REGULATION SAYS:
The minimum standard for basic water supply services is –
(a) The provision of appropriate education in respect of effective water use; and
(b) A minimum quantity of potable water of 25 liters per person per day or 6 kiloliters per household per month-
(i) At a minimum flow rate of not less than 10 liters per minute;
(ii) Within 200 meters of a household; and
(iii) With an effectiveness such that no consumer is without a supply for more than seven full days in any year.

Guidelines
Appropriate education in correct use of water is part of the minimum standard for Basic Water Supply.
The quality of this water supply is covered in Regulation 5.
The proper use and care of pipes, taps, etc., together with and good health and hygiene practices when using water increases the chances of people being healthy.
Education also includes information on how to use water without wasting it.
Information will help:
• People to save water.
• WSI's to save water and save money.
• Promote the goals of water conservation to protect our water.

Regulation 3 helps to cut down on the time and effort people have to spend collecting water. However people must understand shorter walking distances and higher water flow rates means they may have pay more for their water.
Household-based amounts are used because it is easier for WSI's to count the number of household's be served rather than the actual number of people who get water.
25 liters per persons per day is usually the basic limit used for communal standpipes. 6 000 liters household per month is the basic limit for yard connections.
The need for a reliable water supply is also part of the basic minimum standard.
Therefore no one should be without basic water supply for more than seven full days in any year.
The *Government's Free Basic Water (FBW) Policy* allows every household that is poor to receive 6 000 liters of water per month free of charge:

- 6 000 liters (or 6 kiloliters) of water
- A full day is a 24-hour period measured from midnight to midnight
- A year is any 12-month period

Interruption in the provision of water services

WHAT THE REGULATION SAYS:
A water services institution must take steps to ensure that where the water services usually provided by or on behalf of that water services institution are interrupted for a period of more than 24 hours for reasons other than those contemplated in section 4 of the Act, a consumer has access to alternative water services comprising –

(a) At least 10 liters of potable water per person per day; and
(b) Sanitation services sufficient to protect health.

Guidelines
Sometimes water services may be interrupted. This is because of unplanned breakdowns in the system or due to planned repairs. In both cases breaks in supply for more than 24 hours requires WSI's to take practical steps so that certain minimum levels of service are still provided. They can use water tankers to deliver water to households or communal l (shared) water points and they can provide portable toilets. Because it may be expensive for a WSI to keep such services on a standby basis, they may buy these temporary or emergency services from other organizations or suppliers. All WSI's must have back-up plans for breakdowns in water services supply. These plans must show how many people will be affected and how long the breakdowns will last. The type of back up water services supply depends on why water services were stopped in the first place.

When stoppages happen during planned (scheduled) maintenance work on the water distribution network, such interruptions should be planned well in advance. Notices must be given to all people who will be affected telling them why and for how long they will not be receiving water as they usually do.

When a WSI permits a contractor to interrupt supply, it must be on the condition that the affected Communities are notified. Communities must be told of the alternative means of water supply that may be available. Early notice also allows people to prepare by storing water.

QUALITY OF PORTABLE WATER

WHAT THE REGULATION SAYS:
5(1) within two years of the promulgation of these Regulations, a water services authority must include a suitable programme for sampling the quality of potable water provided by it to consumers in its water services development plan.

5(2) the water quality sampling programme contemplated in sub regulation (1) must specify the points at which potable water provided to consumers will be sampled, the frequency of sampling and for which substances and determinants the water will be tested.

5(3) a water services institution must compare the results obtained from the testing of the samples with SANS 241: Specifications for Drinking Water, or the South African Water Quality Guidelines published by the Department of Water Affairs and Forestry.

5(4) should the comparison of the results as contemplated in sub regulation (3) that the water supplied poses a health risk, the water services institution must inform the Director-General of the Department of Water Affairs and Forestry and the head of the relevant Provincial Department of Health and it must take steps to inform its consumers –

(a) that the quality of the water that it supplies poses a health risk;
(b) of the reasons for the health risk;
(c) of any precautions to be taken by the consumers; and
(d) of the time frame, if any, within which it may be expected that water of a safe quality will be provided.

3.3.2 PRIORITY 1.1: ACCESS TO SANITATION

Problem Statement

WHAT THE REGULATION SAYS:

The minimum standard for basic sanitation services is –

(a) The provision of appropriate health and hygiene education; and

(b) A toilet which is safe, reliable, environmentally sound, easy to keep clean, provides privacy and protection against the weather, well ventilated, keeps smells to a minimum and prevents the entry and exit of flies and other disease-carrying pests.

TABLE 31: SANITATION SERVICES PROVISION

STATUS OF SECTOR PLAN (WSDP)				**PHASE 1**
Availability and status of operation and maintenance plan.				Available and in use.
Status of bulk supply storage.				Good, sufficient to provide for 38 593 HHs
National target for sanitation service.				100% access to all
Is the Municipality the service authority? (Yes/No) Indicate the arrangements for service delivery of sanitation.				Yes the Municipality delivers Sanitation to all residents.
Approved service level of Municipality.				
Formal Areas				Basic Household waterborne
Informal Areas				Communal VIP toilets
Number of HH with access to sanitation				
Total HHs-	RDP & above	Below RDP	No Service	**Interventions Required**
38 593 (Census 2011)	37 827	766	0	Bulk water supply in Rosendal/ Mautse

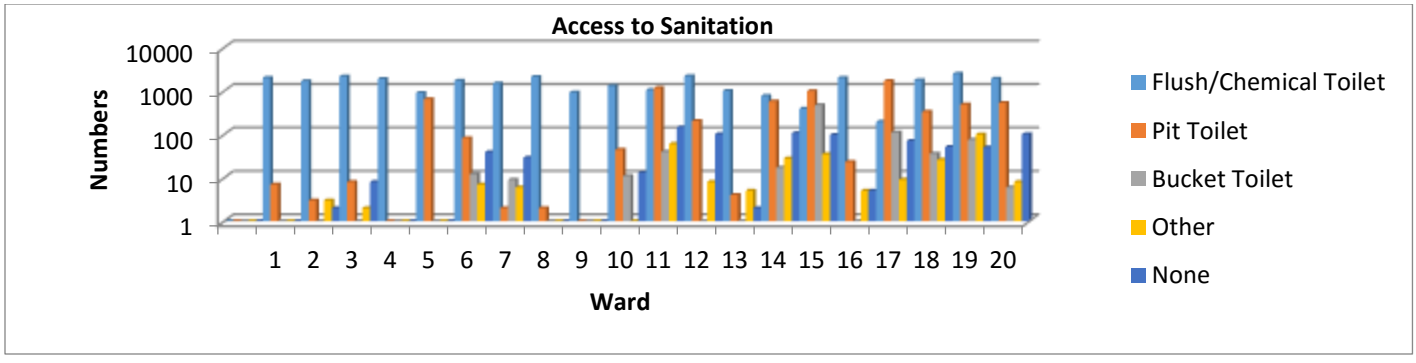
TABLE 32: STATS FROM CENSUS 2011 AND 2016 COMMUNITY SURVEY WITHIN LOCAL MUNICIPALITIES REGARDING

2011		2016			
Municipality	Flush/chemical toilet	Other	Flush/chemical toilet	Other	None
Setsoto	20 743	11 568	25 816	11 572	560
Dihlabeng	29 890	7 881	40 016	6 841	249
Nketoana	11 217	5 607	16 563	3101	354
Maluti a Phofung	35 636	61 951	40 470	70254	1 865
Phumelela	8 136	3 951	10 264	4323	400
Mantsopa	10 677	4 106	14 869	2083	144
Thabo Mofutsanyana	116 298	95 065	147 997	98174	3 572

Statssa: Census 2011 and Community Survey 2016.

In DLM most households have access to Sanitation. Much improvement have to be made in rural areas.

GRAPH 9: ACCESS TO SANITATION



Source: Statssa Census 2011

The townships around Dihlabeng Local Municipality have access to water (according to RDP standards) and, only informal areas mention in the table below have no access to water according to RDP standards:
The great challenges that faces the DLM in-terms of the availability of water resource as well as distribution and management of water services is in Paul Roux and Rosendal .There is high water losses experienced in some other units due to inadequate operation and maintenance .The table below illustrates the amount required for water and sanitation reticulation requirements .

TABLE 33: INFORMAL SETTLEMENTS WITH NO ACCESS TO WATER AND SANITATION AS PER RDP STANDARD

TOWN	INFORMAL SETTLEMENTS	INFORMAL AREAS
Bohlokong	Captain Charles Selahliwe	1097
Kgubetswana	Mokobobong	300
Fateng tse Ntsho	Makwetu	93
Mautse	Metati	1000
Mashaeng	None	None

Dihlabeng Local Municipality 2011

TABLE 34: SERVICE LEVEL FOR THE CORE FUNCTION SANITATION

UNIT	HOUSEHOLD CENSUS 2011	HH RDP SANITATION SERVICE LEVEL		SANITATION 2011 CENSUS BACKLOG	%	HOUSEHOLD COMMUNITY SURVEY 2016	SANITATION 2016 CS BACKLOG
		Number	%	Number	%		
Bethlehem	26 996	23 458	86.9	3 538	13.1		**NO ACCESS**
Clarens	2 557	1 912	74.8	645	25.2		
Paul Roux	2 083	195	9.4	1 888	90.6		
Rosendal	1 975	388	19.6	1 587	80.4		
Fouriesburg	4 982	3 938	79.0	1 044	21.0		
	38 593	29 891	75.1	8 702	24.9	**46 857**	**249**

Dihlabeng Local Municipality

TABLE 35: SUMMARY OF BACKLOG PER HOUSEHOLD

TOWN	WATER		SANITATION	
	BACKLOG HH	REQUIRED BUDGET (Millions)	BACKLOG HH	REQUIRED BUDGET (Millions)
Bethlehem	2448	R12. 2	3538	R35.5
Clarens	426	R2 .2	645	R 6. 4
Paul Roux	259	R1.3	1888	R 9. 4
Rosendal	732	R3. 6	1587	R15.8
Fouriesburg	610	R3.5	1044	R10.4
TOTAL DLM	4475	R22, 8 million	8702	R77. 5 million

TABLE 36: TYPES OF SANITATION SYSTEMS

UNITS	ON SITE	OFF SITE / Informal Settlement
Bethlehem/Bohlokong	Waterborne system	Waterborne system on Communal Toilets
Clarens/Kgubetswana	Waterborne system	VIP
Paul Roux/Fateng tse Ntsho	Waterborne system	VIP
Rosendal/Mautse	Waterborne system	VIP
Fouriesburg/Mashaeng	Waterborne system	-

The overview of the utilization the Water Treatment Works (WTW) and Wastewater Treatment Works (WWTW) in the DLM presents an unsettled picture as shown: Several of the plants are currently utilized at maximum level.

TABLE 37: STATUS OF SEWER TREATMENT PLANTS

TOWN	NAME OF TREATMENT	% CAPACITY	AVAILABLE CAPACITY	PROPOSED PLANS
Bethlehem/Bohlokong	Saulspoort WTW	75	25	The Treatment Works may be upgraded through Bethlehem/Fouriesburg Bulk Water Pipeline project.
	Bethlehem WWTW	75	25	
Clarens/Kgubetswana	Clarens WTW	100	0	The Treatment Works upgraded.
	Clarens WWTW	60	40	
Fouriesburg/Mashaeng	Fouriesburg WTW	60	40	New Bethlehem/Fouriesburg Bulk Water constructed due to unreliable Raw Water Availability.
	Mashaeng WWTW	100	0	The Treatment Works upgraded.
Rosendal/Mautse	Rosendal	90	10	The Treatment Works may be upgraded through Rosendal Dam project.
	Mautse	100	0	The Treatment Works upgraded.
Paul Roux/Fateng tse Ntsho	Paul Roux	80	20	Bulk Water service to be supplied through Bethlehem/Paul Roux Bulk Water Pipeline project.
	Fateng tse Ntsho	100	0	WWTW conducted.

TABLE 38: REASONS FOR HH WITHOUT ACCESS TO SANITATION

Name of settlement	Ward	Total Nr of HH	Reasons
Metati	15	±1000	Informal settlements
Bohlokong (Captain Charles Selahliwe, Riverside)	5,7,19,	±1097	
Fateng tse Ntsho	17	±93	
Kgubetswana	20	±300	
Status of the provision of Free basic sanitation			
Is there an approved FBS policy? (Yes/No)			
	Yes		

3.3.3 PRIORITY 2: ACCESS TO ELECTRICITY

Background and Problem Statement

Communities in the DLM are fairly well supply with electricity. From this it is evident that about 32 723 of the households in the municipality have access to electricity. The total backlog in the municipality is in order of about 5870 units.

The Census 2011 statistics indicate that 84.9% of the households of DLM have access to electricity, Bethlehem has the highest percentage of households with access to electricity at 23622.

The Dihlabeng Local Municipality has realized the need to explore other forms of energy, which are renewable, beyond focusing on coal generated electricity as the main supply of energy.

TABLE 39: ELECTRICITY SERVICES PROVISION

STATUS OF SECTOR PLAN (ENERGY PLAN)	**PHASE 1**
Availability and status of operation and maintenance plan.	Available and in use.
National target for electricity service.	100% by 2030 to households
Is the Municipality the service authority?(Yes/No) Indicate the arrangements for service delivery of electricity.	Yes Eskom : Bohlokong, Mautse, Mashaeng, Clarens, Kgubetswana Municipality : Bethlehem, Paul Roux, Fateng Tse Ntsho Rosendal, Fouriesburg
Approved service level of Municipality.	
Formal Areas	32 723 house connections
Informal Areas	5 870 (none)
What are the reasons for HHs without access or below RDP access?	None availability of Network in the rural areas (farms).
Areas or settlements without access to basic services standard/level.	Informal settlement.
Status of the provision of free basic Electricity.	
Is there approved FBS policy? (Yes/No)	Yes
If no indicate reasons	N/A
How many HHs are benefiting from the Council approved FBS.	5 870
Challenges.	

TABLE 40: STATS FROM CENSUS 2011 AND 2016 COMMUNITY SURVEY REGARDING ELECTRICITY

ELECTRICITY						
	2011			2016		
Municipality	**Connected to electricity**	**Other sources**	**None**	**Connected to electricity**	**Other sources**	**None**
Setsoto				34 704	412	2 272
Dihlabeng	32 732	70	-	42 356	203	4 297
Nketoana				17 921	151	1 51
Maluti a Phofung				104 935	701	5 088
Phumelela				11 636	273	2 677
Mantsopa				16 103	106	742
Thabo Mofutsanyana	189 939	426		227 655	1 847	16 669

Statssa, Census 2011 and Community Survey 2016.

TABLE 41: ACCESS TO ELECTRICITY

WARD	ACCESS FOR COOKING			ACCESS FOR HEATING			ACCESS FOR LIGHTING		
	Electricity	Other	Total	Electricity	Other	Total	Electricity	Other	Total
1	1817	173	1990	1321	642	1963	1915	72	1987
2	1536	150	1687	937	727	1664	1649	41	1691
3	1984	182	2166	1468	623	2091	2138	35	2173
4	1721	173	1895	1316	528	1844	1855	38	1893
5	816	723	1538	556	916	1472	880	654	1534
6	1556	294	1850	1161	621	1782	1691	159	1850
7	1250	290	1539	835	671	1505	1430	110	1540
8	1852	259	2111	1339	728	2067	1975	136	2111
9	827	97	924	692	205	897	901	24	924
10	1140	232	1372	946	386	1332	1309	63	1371
11	1168	1296	2465	883	1528	2411	1604	851	2454
12	1762	714	2476	719	1538	2257	2143	337	2480
13	836	174	1010	491	478	969	957	52	1009
14	754	733	1487	448	986	1433	989	491	1480
15	1848	920	1968	611	1230	1841	1187	782	1969
16	1722	299	2021	1141	768	1910	1846	176	2022
17	1583	496	2079	765	1138	1903	1749	329	2078
18	1646	560	2207	1284	829	2113	1943	262	2204
19	2350	845	3195	1863	1165	3028	2486	708	3194
20	1577	977	2554	818	1584	2401	2076	481	2557
TOTAL	28 945	9589	38 534	19 595	17 289	38 593	32 723	5799	38 593

TABLE 42: ELECTRICITY BACKLOG

DLM	NUMBER OF HOUSEHOLD CENSUS 2011	RDP ELECTRICITY 2011 (ACTUAL)	RDP ELECTRICITY BACKLOG 2011 CENSUS	NUMBER OF HOUSEHOLD COMMUNITY SURVEY 2016	ELECTRICITY BACKLOG 2016 COMMUNITY SURVEY
Bethlehem/Bohlokong	26 996	23 622	3374		
Fouriesburg/Mashaeng	4982		893		
Rosendal/Mautse	1975	1187	788		**NO ACCESS**
Paul Roux/Fateng tse Ntsho	2083	1749	334		
Clarens/Kgubetswana	2557	2076	481		
TOTAL	38 593	32 723	5 870	**46 857**	**4 297**

3.3.4 PRIORITY 3: ACCESS TO ROADS AND STORM WATER

PROBLEM STATEMENT

The Municipality is mandated in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) and other applicable legislation to provide infrastructure and services to all the people within its area of jurisdiction. Maintaining the functionality and conditions of roads and associated inventories in acceptable state is of vital importance to the vehicle operating costs in the long run. The lack of continuing upgrade and maintenance will negatively impact on the socioeconomic state of the municipality through elements such as transport costs and neighbourhood accessibility challenges amongst other things.

Furthermore, sustainable economic development is under-pinned by a sound road network. However the challenging reality of limited financial resources leads to the need for road investment optimization and prioritization. This proves to be a working rational approach towards maximizing and harmonizing the benefits of road investment choices through decision support tools like the Rural Roads Asset Management System (RRAMS) in terms of Pavement Management System (PMS) and Gravel Roads Management System (GRMS).

These two systems are constituted by a set of procedures of systematically evaluating alternative strategies for the monitoring, maintenance, rehabilitation, reconstruction and upgrading of roads, normally with the aid of specialized computer applications, to provide and maintain a road network effectively and to the economical transport costs.

Economic activities within the municipality consist of both agricultural and industrial sectors, and the N5 National Road, R26 and R76 roads are important transportation routes towards improving the efficiency of commerce. This results in heavy duty motor vehicles using the towns as passageways to their respective destinations. There is also a continuous urban development that leads to increased traffic volumes imposing additional pressure on the aged and gravely deteriorated roads infrastructure which needs urgent maintenance in terms of upgrading, rehabilitation and reconstruction. There is a need for a Roads Master Plan which will serve as a guide and a strategy in new constructions and maintenance of existing roads infrastructure network. The municipality is currently using the RRAMS in the absence of the Roads Master Plan.

INTEGRATION OF THE ROAD NETWORK

It is of pivotal importance to the development of a road management system such as a PMS and GRMS by putting in place an integrated road network of the entire study area. The integrated road network should contain the existing as well as the planned future developments to the network. This approach helps to fully support planning and its associated outcomes with a holistic network instead of a partial one as a basis. Some of the key strategic benefits behind establishing an integrated road network are as follows:

1) To obtain best use of the existing network through effective design, maintenance and management.

2) To minimize any adverse effect of the transport system on the built and natural environment and thereby improve personal health and wellbeing.

3) To ensure that the transport system contributes towards improving the efficiency of commerce and industry as well as the provision of sustainable economic development in appropriate locations.

CORE BUSINESS/KEY PERFOMANCE AREA

The following services are rendered by the Roads and Storm Water unit:

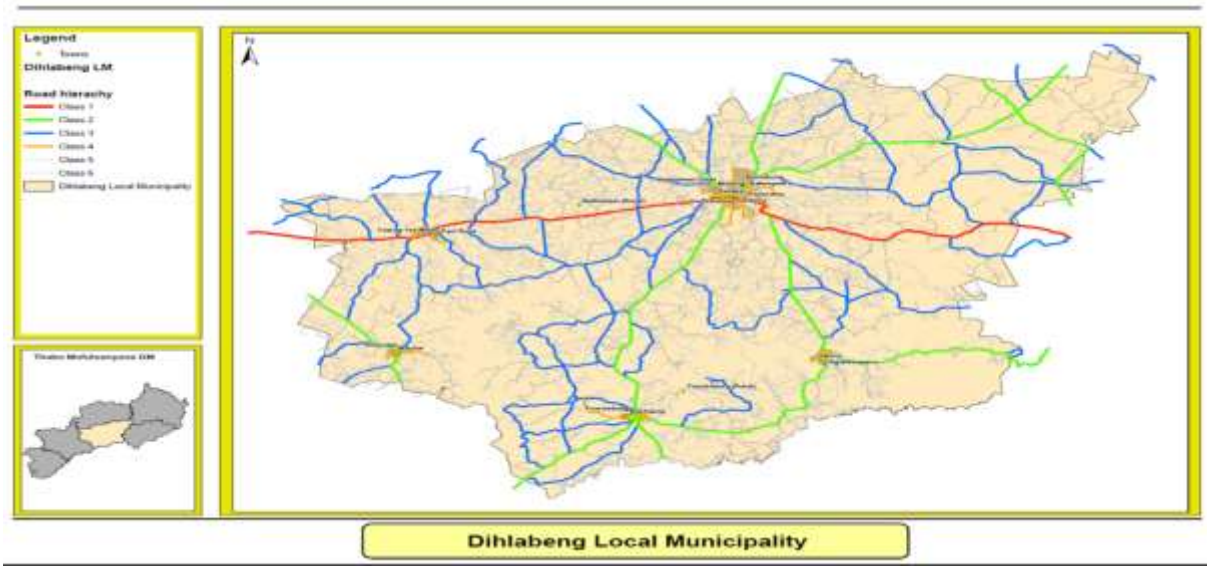
- Upgrading and maintenance of gravel roads;
- Resurfacing of existing asphalt roads;
- Cleaning and opening of storm water channels, canals and pipelines;

- Repairing of damage road surfaces “potholes” and excavations for sub-surface service;
- Provision of parking places in front of new Businesses;
- Maintenance of existing taxi parking areas and provision of new taxi parking areas;
- Repairing and lying of concrete kerbs along road edges;
- Repairing and building of storm water catch pit inlets;
- Repairing and lying of interlocking paving blocks;
- Management of systems to deal with storm water in build-up areas.

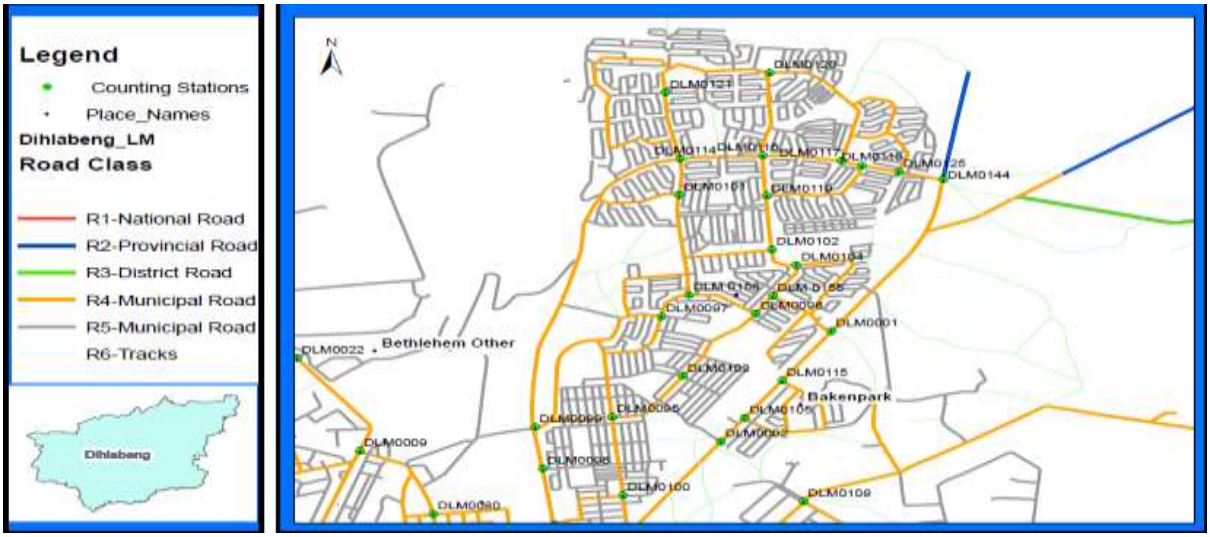
TABLE 43: ROAD HIERARCHY IDENTIFICATIONS AND DEFINITIONS

Road Class	Functional Description	SAICE Terminology
Class 1	Trunk roads (National and inter-regional Distributors)	Freeways, national or provincial roads
Class 2	Primary Distributors (Provincial Roads)	Urban freeways, major arterials
Class 3	District Distributors (District Roads)	Minor arterials, major collectors
Class 4	Local Distributors (Main or Collectors Roads)	Minor collectors
Class 5	Residential Access (Lightly trafficked) (Access Roads)	Local streets
Class 6	First phase of Journey for Commuters (Foot Paths)	Tracks and/or Earth Roads

MAP 3: DIHLABENG LOCAL MUNICIPALITY ROAD HIERACHY

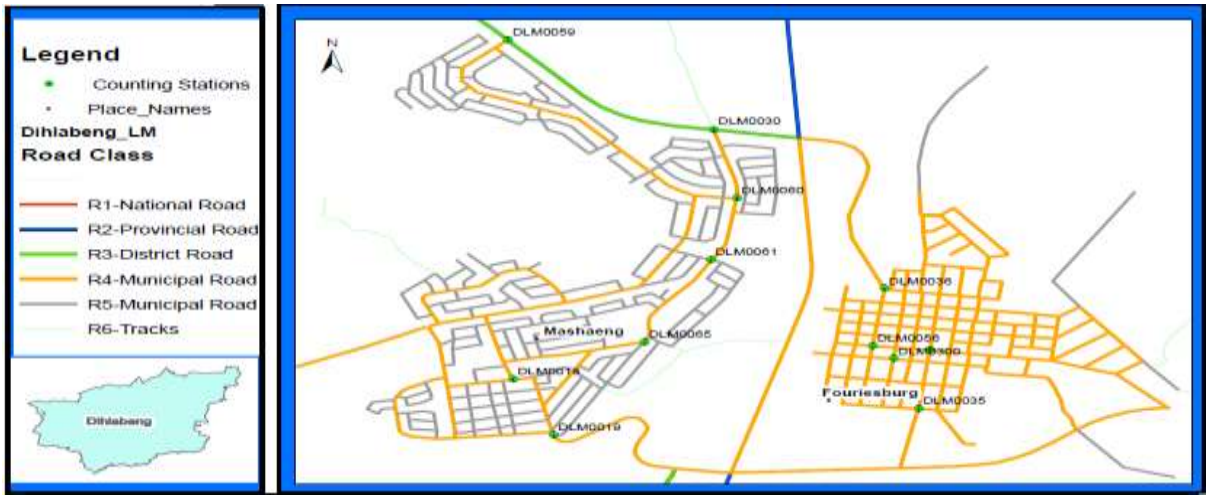


MAP 3.1: Bethlehem Road Hierarchy

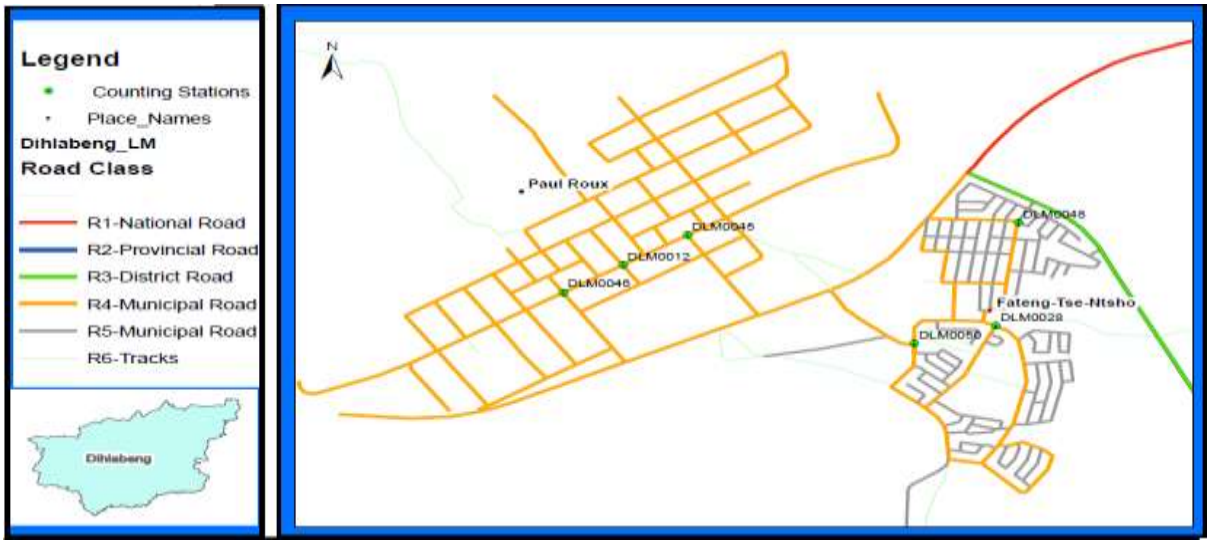


MAP 3.2: Bohlokong Road Hierarchy

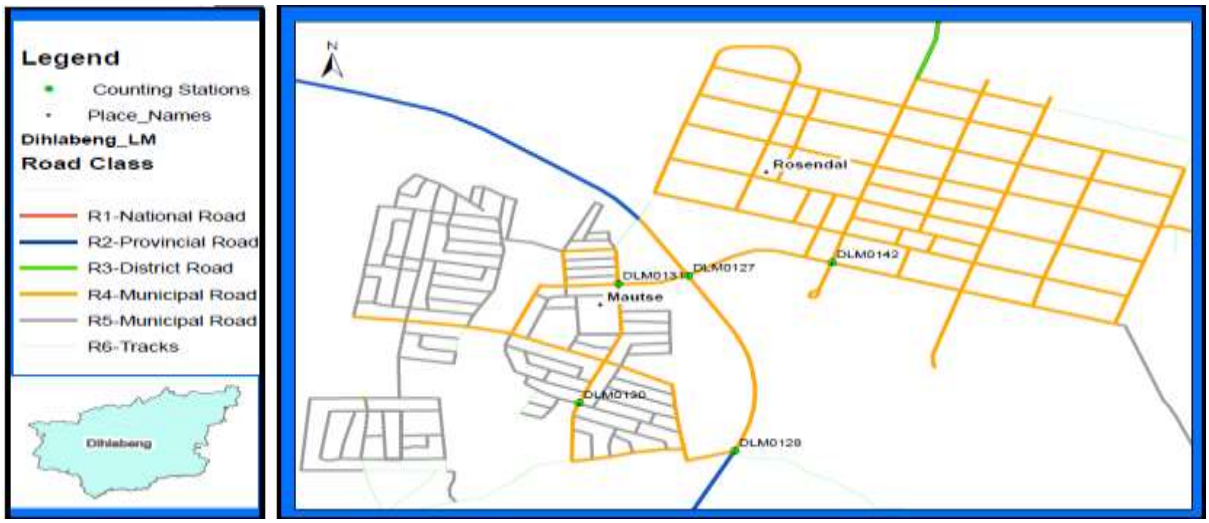
MAP 3.3: Clarens and Kgubetswana Road Hierarchy



MAP 3.4: Fouriesburg and Mashaeng Road Hierarchy



MAP 3.5: Paul Roux and Fateng-Tse-Ntsho Road Hierarchy



MAP 3.6: Rosendal and Mautse Road Hierarchy

Roads:

All areas of Dihlabeng Local Municipality have access to roads and the general state and conditions of roads through the DLM has been identified as an area that needs urgent attention as roads network is critical in promoting economic growth and tourism. The growth in road freight haulage and heavy vehicles are putting pressure on the road infrastructure network of Dihlabeng Local Municipality resulting in a need for urgent intervention in terms of maintenance. Approximately 45% of roads have reached their lifespans and therefore unable to handle the imposed loads by the increasing volume of heavy vehicles along the N5 National Road, R76 and R26 Roads through Bethlehem.

In order to address this challenge, there is a need for a pavement management system and roads master planning. Yearly maintenance plans are developed and implemented, and routine maintenance is being implemented. However, there is an urgent need of maintenance of at least 2km in length on a financial year basis in terms of rehabilitation and reconstruction of the main or collector roads such as Muller Street, Kerk Street, N5 East Bound, Riemland Road/R26, Commisioner Street/R76; to name but a few.

Rail:

The municipality has approximately 4.8km railway line siding which serves the Total S.A and Pioneer Foods. The railway line sidings in the Industrial area provide an alternative option to businesses using rail as transport option. The railway sidings requires continuous maintenance on an annual basis to keep it functional as well as compliance with the Railway Safety Regulator Act No. 16 of 2002. The railway line links Bethlehem with outside towns such as Vaalsrivier and Kransfontein.

Airfield:

The municipality has one airfield and several landing strips serving. The landing strips are owned by the farmers and other individuals for private use. Bethlehem has an airport, which is usually mainly used by crop spraying air graft. It was indicated in the 1991 Structure Plan and 1995 Framework Plan that the current position of the airport is not desirable, but suitable for use in the short to medium term. In order to keep up with compliance with the aviation authority, the municipality must ensure proper routine maintenance is carried out and the facility promote safety operations.

Public Transport:

Taxis provide predominant public transport to the people of Dihlabeng Local Municipality. Sound and solid transport infrastructure remains crucial to generating economic growth, alleviating poverty, reducing inequality and increasing domestic and international competitiveness. Transport infrastructure and services support economic growth and development by connecting people and goods to markets. The development and maintenance of an efficient and competitive transport system is a key objective.

TABLE 44: ROADS AND TRANSPORT STATUS AND STATISTICS

STRUCTURES	AVAILABILITY	STATUS
Integrated Transport Plan	N/A	N/A
Road Classification	Yes	Class: 4, 5 & 6
Arterial roads/ internal	Yes	RRAMS (on- going study)
Access to Social facilities	Yes	As per RRAMS
Roads Operation and maintenance plan.	Yes	As per RRAMS
Areas without access	N/A	As per RRAMS
Provision for non-motorist transport	Yes	Continuous Maintenance
Plan to improve quality of roads	Yes	Maintenance plan (RRAMS) and SDBIP

TABLE 45: STATUS OF MUNICIPAL ROADS

STATUS QUO OF MUNICIPAL ROADS	
Bethlehem/Bohlokong	There is a total sum of 253.94 km (paved/unpaved) of road network in Bethlehem and Bohlokong combined, of which 69.73% is paved and 30.27% is unpaved. Out of that 69.73% of paved network, 71.68% of flexible pave in Bethlehem is in poor condition and 86.82% of roads in Bohlokong are in poor condition.
Clarens/kgubetswana	There is 38.28km (paved/unpaved) of road network in Clarens and Kgubetswana combined, and 45.59% is paved and 54.41% is unpaved. Out of that 52.87% of paved network, 55.95% is in poor condition.
Rosendal/Mautse	There is 48.97km (paved/unpaved) of road network in Rosendal/Mautse and 15.40% is paved and 84.60% is unpaved. About 84.8% of flexible has gravely deteriorated and therefore suitable Maintenance action is required. About 84.60% of unpaved network is in need of upgrade to interlocking or flexible paved.
Fouriesburg/Mashaeng	There is 69.784 km (paved/unpaved) of road network in Fouriesburg and Mashaeng combined, and 31.81% is paved and 68.19% is unpaved. In paved network, about 45.79% of flexible is in poor conditions and relevant maintenance action is required.
Paul Roux/Fateng tse Ntsho	There is 42.34 km (Paved/unpaved) of road network in Paul Roux and Fateng tse Ntsho combined, and 36.94% is paved and 63.06% is unpaved. About 96.13% of the paved network is in poor conditions and relevant maintenance action is required.

TABLE 46: ROADS STATISTICS PER TOWN

DLM ROAD STATISTICS PER TOWN					
TOWN/TOWNSHIP	**FLEXIBLE**	**INTERLOCKING BLOCK**	**GRAVEL**	**EARTH**	**TOTAL**
BETHLEHEM	114.53	0	0	0	114.53
BOHLOKONG	39.72	22.82	67.37	9.50	139.41
PAUL ROUX	2.98	0	5,64	10,90	19.52
FATENG TSE NTSHO	0	12,66	0	10,17	22.83
FOURIESBURG	7.63	0	0	15,24	22.87
MASHAENG	3.45	12,64	7,62	24,72	48.43
ROSENDAL	1,12	0	0	21,64	22.76
MAUTSE	0	6,41	0	19,79	26,20
CLARENS	7.63	0	2.12	15.17	24.92
KGUBETSWANA	0	9.82	1.08	2.46	13.36
TOTAL	**177.06**	**64.35**	**83.83**	**129,59**	**454.83**

TABLE 47: STORM WATER DRAINAGE

STORM WATER DRAINAGE		
Maintenance Plan	Yes	01 July 2019 - 31 June 2020
Approved Service Level	N/A	N/A
Projects to improve access	On-going Exercise	RRAMS and MIG

TABLE 48: STATUS OF STORMWATER DRAINAGE SYSTEM

TOWN	BRIDGES	CULVERTS	
		MAJOR	LESSER
Bethlehem/Bohlokong	3	6	58
Paul-Roux/Fateng Tse Ntsho	1	2	6
Rosedal/Mautse	1	1	4
Fouriesburg/mashaeng	0	1	20
Crarens/Kgubetswana	0	2	15
TOTAL	5	12	103

Part B of Schedule 5 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) outlines the powers and functions exclusive to the Municipality and one of those is the maintenance of stormwater drainage system of the Municipality. **The quality of the Municipal roads is affected directly by the maintenance of the stormwater systems for if these systems are not effectively maintained they damage the roads infrastructure**. There's a need of routine maintenance with the use of special equipment to re-effect the functionality of the stormwater lesser culverts.

TABLE 49: TRANSPORTATION INFRASTRUCTURE

INFRASTRUCTURE	BETHLEHEM/ BOHLOKONG	FOURIESBURG/ MASHAENG	CLARENS/ KGUBETSWANA	ROSENDAL/ MAUTSE	PAUL ROUX/ FATENG-TSE-NTSHO
Roads	Y	Y	Y	Y	Y
Rail	Y	Y	N	N	N
Air	Y	N	N	N	N
Public Transport	Y	Y	Y	Y	Y

SOCIAL FACILITIES WITH ACCESS TO ROADS & STORMWATER:

- SAPS;
- Clinics And Hospitals;
- Schools, Colleges And Libraries;
- Fire Brigade Stations;
- Churches;
- Cemeteries;
- Sports Grounds, and such other facilities.

TABLE 50: COST ESTIMATES FOR THE ROAD NETWORK IMPROVEMENT PROGRAMS

ITEM NO.	PROGRAMME	COST ESTIMATE
1	**PAVED NETWORK**	
1.1	Resurfacing	R 199 834 840.00
1.2	Rehabilitation	R 324 731 615.00
1.3	Reconstruction	R 749 307 850.00
	SUB TOTAL 1	**R 1 273 874 305.00**
2	**CONSTRUCTION OF NEW ROADS**	
2.1	Upgrade to interlocking concrete blocks / flexible	R 955 307 850.00
	SUB TOTAL 2	**R 955 307 850.00**
3	**UNPAVED NETWORK**	
3.1	Blading	R 6 005 702.06
3.2	Dust Treatment	R 9 501 88.00
	SUB TOTAL 3	**R 6 955 890.06**
	GRAND TOTAL	**R 2 236 138 045.06**

GRAPH 10: THE GRAPH BELOW DEPICT THE FLEXIBLE PAVEMENT CONDITIONS OF DLM

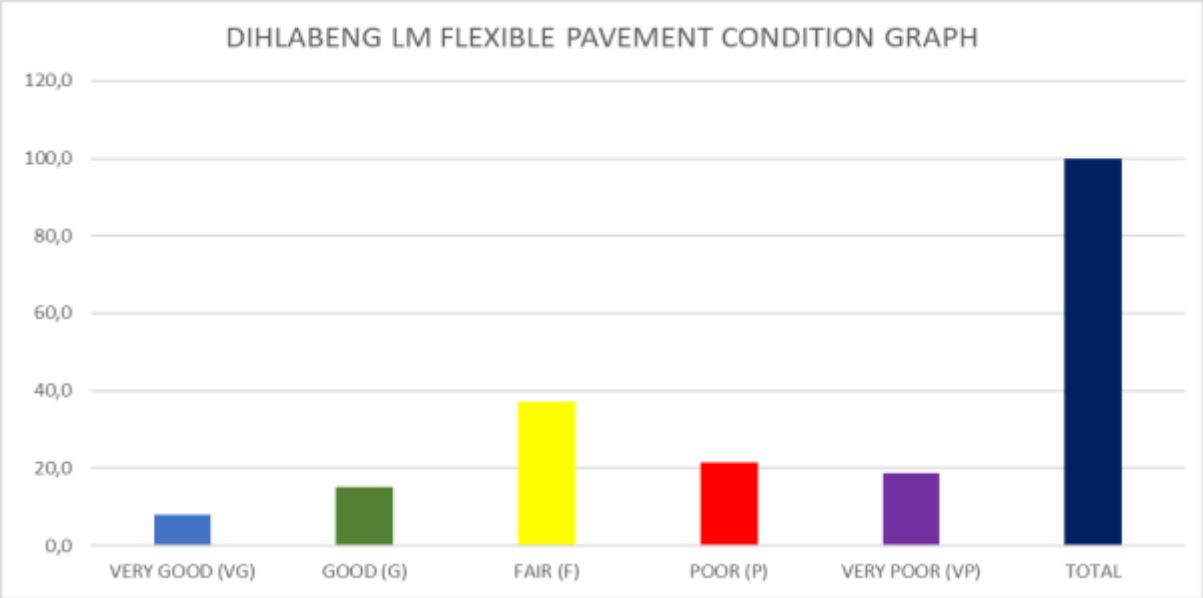


TABLE 51A: BELOW DEPICT THE AVAREGE DEFECTS OF FLEXIBLE PAVEMENT CONDITIONS

	Average Degree	Average Extent		Average Degree	Average Extent
FAILURE	1,9	2	PUMPING	0,3	0,3
PATCHING	1	1	PATCHING	2	2
BRITTLE	2	1	POTHOLE	1	2
BLEEDING	1,2	1	CROCODILE CRACK	2,6	2,8
DEFORM	1,3	1			
CRACK	1,8	2			

TABLE 51B: BELOW DEPICT THE AVAREGE DEFECTS OF INTERLOCKING PAVEMENT CONDITIONS

	Average Degree	Average Extent		Average Degree	Average Extent
CRACKS	1,2	1,9	MISSING BLOCKS	0,06	0,03
BROKEN BLOCKS	0,8	1,3	REINSTATEMENT	0,09	0,06
SURFACE INTEGRITY	3,4	1,5			
RUTTING	0,3	0,5			

TABLE 51: OTHER CHALLENGES RAISED BY THE COMMUNITY

KEY ISSUES	ISSUES RAISED	UNIT	WARD
KPA 1: INFRASTRUCTURE DEVELOPMENT AND TRANSFORMATION (PUBLIC WORKS)			
ROADS AND STORM WATER	• There is a need to maintain paving of road at corner shop and T-junction. • Internal roads separating Mokobong and Kgubetswana need to be upgraded. • Illegal closure of storm water close to Kgubetswana need to be maintained.	Clarens	20
	• Roads need to be gravelled or even upgraded to interlocking concrete blocks in Metati. • Roads in Maketeng needs to be gravelled. • Gravelling and installation of culverts is needed in Rosendal town. • Roads at intersection near ANC office need to be re-paved.	Rosendal	15
	• Vukani Street needs to be paved. • Nkitseng Street needs rehabilitation coupled with installation of storm water drainage system from Thejane Street to Phase 7.	Bohlokong	4,5,6,7,11, 19
	• There's a need of storm water drainage system on the street leading to school, crèche and grave yard. • There's a need of interlocking surface more in particular Takalatsa and Makwetu Streets.	Paul Roux	17
	• There's a need for interlocking surface of roads. • Storm water needed on the street leading to school.	Fouriesburg	12,13,14
	• There's an urgent need for maintenance of roads. • Need for paving at Ramakoko Street. • Nzimande road needs to be re-gravelled.	Bethlehem	9,10,16,18
	• There's a need of speed reducing measures. • An upgrade of gravel roads is required in Motsekuwa Section.	Bohlokong	8,9,16
	• An upgrade of the walkway from Motlokoa Street to Bodikela Public School. • An upgrade of the walkway from Matswathaka Public School to Thejane Street. • An upgrade of the walkway from Mokgele Street through the graveyard to Phahameng. • There's need for interlocking surface on Khabane and Nxugwane Streets.	Baken Park / Bohlokong	1,2,3

3.3.5 PRIORITY 4: HUMAN SETTLEMENT

Background and Problem Statement

The concept of a human settlement is both social and physical, and it can be defined as having two components: a human group, and the habitat of this group. This important distinction makes it clear that settlements are not just roads, houses and other infrastructure: they are also sets of social relationships. Defined in this way the issues of human settlements are wide-ranging - population, pollution, employment, social welfare, health and food as well as the more normally understood questions of shelter. Indeed, it was argued at Habitat that, since nearly everything that happens to man takes place in settlements, the subject matter is the whole of life. The attempt to put human settlements at the center of discussion therefore implies a new way of looking at the totality of life 'to examine global human experience not in all its "minute particulars" but in the close web of interdependence which holds it all together and largely determines the impact of each separate part'. It seeks to replace or complement a sectoral approach to problems with an analysis of the whole.

The Dihlabeng Local Municipality is faced with the daunting challenges of the apartheid legacy of separate development which forced African people to live far from towns where there are job opportunities and major services, typically Africans were living in “dormitory” type of residential areas. Communities continue to survive without basic services in the informal settlements. Even some of our people who have jobs and a consistent salary find it difficult to sustain a decent quality of life, as they fall outside the subsidy bracket but at the same time are unable to afford and access the mortgage products which are available from commercial banks.

The current housing development approach with a focus on the provision of state subsidized houses (BNG) does not meet the current and future backlog. The municipality need to diversify the approach to include alternative development and delivery strategies, methodologies and products including upgrading of informal settlements, increasing rental stock, and promoting and improving access to housing opportunities in the gap market through the implementation of the Finance Linked Individual Subsidy Programme (FLISP) and the establishment of Social houses.

The key challenges include:

- Rapid urbanization, new household formation and past racially based planning which bring about significant challenge in providing affordable, suitable accommodation to poor households, thereby resulting in the formation of squatter camps.
- Mushrooming of informal settlements which are estimated at approximately 2700 people in Bohlokong, 100 in Kgubetswana and 100 in Fateng tse Ntsho remains a challenge to the municipality.
- In addition to living in poor accommodation (informal settlements), many households still do not have access to basic services in respect of water, sanitation, refuse removal and electricity.
- Farm evictions are also experienced within Dihlabeng Local Municipality which results in the increase in the number of people living in informal settlements and backyard dwellers.
- Township establishments which took long add to the challenges which face municipality for eradicating the informal settlements.
- Insufficient land for human settlements developments in areas such as Fateng Tse Ntsho, Mashaeng and Kgubetswana.

Although significant progress has been made in fulfilling the constitutional obligation of ensuring that every South African has access to permanent housing that provide secure tenure, privacy, protection from the elements, and access to basic services, more work still lies ahead. The national housing programme is not just about building houses but also about transforming our cities and towns and building cohesive and non-racial communities. In order to contribute to the end of the apartheid spatial arrangements, government intentions is to roll out housing programmes closer to places of work with community amenities such as recreational facilities, schools, libraries etc. The government must continue to increase access to secure and decent housing for all through its newly adopted “Breaking New Grounds” Strategy. Key elements of this strategy include the following:

- Accelerate the delivery of housing as well as improving the quality of subsidizing;
- Continue the programme to convert hostels into family units
- Increase access to secure and decent housing for all by strengthening partnerships with financial institutions and the private sector and increasing their role;
- Accelerate the delivery of new rental housing, provide support for housing co-operatives and ensure that provincial local government allocate land for this purpose and building skills
- Encourage people to build their houses based on their own plans and choices and provide people with building skills;
- Spearhead a programme for the allocation of building to rural communities for purposes of self-building and provide people with building skills.

The provision of integrated and sustainable human settlements is one of the key mechanisms through which the rate of service delivery can be fast-tracked. The National Department of Human Settlements is cognisant that the phrase " Human Settlements' is much broader than a "housing." which encapsulates the physical structure, which is the house, as well as the services that go with it, such as water and sanitation, electricity, road and storm-water and other community amenities. Thus, accelerated provision and facilitation of integrated human settlements can potentially alleviate the service delivery backlog that is still a dominant feature in our municipality.

Despite all the initiatives taken by the Department of Human Settlements during the past few years, Dihlabeng Local Municipality still has a housing backlog, which needs to be addressed during the next five to ten years. Dihlabeng Local Municipality has an estimated housing backlog of ± 20 000, of which 4000 is in Fouriesburg, 2000 in Kgubetswana, 2500 in Fateng tse Ntsho, 2000 in Mautse and 9 500 in Bohlokong. This would require allocation of at least 2000 housing subsidies per annum in a period of 10 years to address the housing backlog. And as such, it would require a budgetary provision for township establishments. Apart from the funding constrains currently encountered, the communities have emphasized the need to address the following issues; namely:

- High level of housing backlog
- Slow pace of housing delivery(i.e. RDP housing)
- Poor building quality by some contractors;
- Long periods for construction and completion of RDP houses;
- Lack of housing in farm areas for farm workers;
- Illegal selling and renting out of RDP houses;
- Need for prioritisation of informal settlement dwellers
- Need for prioritisation of the elderly and the disabled in the allocation of the RDP housing
- Outstanding accreditation of municipality to implement housing programme.
- Challenges relating to spatial

Integration of settlements.

Emanating from the community outreach meetings, community have identified the need for government intervention in supporting those who cannot afford their own housing and do not qualify for low cost houses and other low income scheme. A large number of these communities need to be assisted in securing bank loans. Resolving this would lead to the considerable reduction of housing backlog and the incidences of selling of RDP houses. Council has already reserved strategic land parcels and reserved them for gap market and Council resolution has been taken for the implementation of the Finance Linked Individual Subsidy Programme to address the gap market.

Objectives

- To promote sustainable and integrated human settlements through management and facilitation of housing development.

- Ensure that communities have security of tenure and access to basic services in a safe and sustainable environment;
- Facilitate the formalization and upgrading of informal settlement in the Dihlabeng Local Municipality.
- Focus on the priority areas for capital expenditure as conceptualized within the reviewed Spatial Development Framework of the municipality.
- Promote provision of different housing options (low, medium- high –income houses and social housing programmes) in strategic towns and land use management.
- Participate in the process of facilitate the completion of housing projects that have not been completed and those that were shabbily built.
- Facilitate the process of obtaining Housing Accreditation for medium to high capacity municipality.
- Acquire more land for future Human Settlements development.
- Mobilize state organs such as Housing Development Agency to acquire land and to eradicate informal settlements within Dihlabeng Local Municipality.

Strategies

The government has an imperative of ensuring that settlements are sustainable and habitable. Thus, the Department of Human Settlements priorities are to:

- accelerate delivery of housing within the context of sustainable human settlements;
- provision of sustainable services within human settlements;
- provide quality housing to turn homes into assets;
- create a single, efficient formal housing market; and
- Abolish apartheid spatial planning by restructuring and integrating human settlements;
- Cooperate with National and Provincial departments to accelerate housing delivery within municipality.

The Dihlabeng Local Municipality will collaborate with the Province to ensure that housing backlogs are addressed in the Dihlabeng area in accordance with the priority needs. The highest aim must be the development of sustainable human settlements. Disintegrated, unsustainable and unsafe housing must be avoided.

A major strategy to address service backlogs and pursue human settlement development will be to focus on the priority areas for capital expenditure as conceptualized within the reviewed Spatial Development Frameworks of the municipality. The municipality budgeting process must receive special attention in terms of allocating funding towards the upgrading, expansion and maintenance of infrastructure in these priority areas.
Moreover, one of the strategies to speed up the housing delivery process would be the densification of our townships in Dihlabeng Local Municipality. This could apply in the areas characterized by high incidences of informal settlements. This would at least constitute some form of management of the process of informal settlements.

The DLM will seek to fast track the process of obtaining Housing Accreditation. The general feeling is that this could speed-up housing delivery and would ensure the proper management of housing allocation processes in the municipality. The Dihlabeng Local Municipalities have applied and the accreditation process is underway.
The projects listed in the table below are designed for various housing needs. Key is the process of informal settlement formalisation, which is in line with the government's 'Breaking New Ground' policy. Access to low cost housing for the elderly and disabled members of the community are some of the government' focus areas. Acquisition of land for future human settlements development and establishment of social houses are key priority projects to eradicate the informal settlements and to reduce housing backlog.

The Dihlabeng Municipality Informal Settlement Upgrading Plan (ISUP) is a developmentally focused plan which seeks to bring about more rapid, equitable and broad based responses to the challenge of informal settlements in the Municipality. The focus is strongly in line with the Part 3 of National Housing Code and current developmental priorities of government as recently reflected in the National Development Plan 2030.

The upgrading of informal settlements is also prioritized via Breaking New Ground and the Upgrading of Informal Settlement Programme (UISP), which advocate a developmental and incremental approach with relocations as a last resort. The overriding objective for the plan is to address and comply with the requirements of the government programme of action Outcome 8 National Delivery Agreement, which places a high priority on the upgrading of informal settlements with an emphasis on basic services, community empowerment and security of tenure.

More importantly, the Dihlabeng Municipality ISUP does not address human settlements issues and challenges in isolation from other Municipalities plans and policies but the plan is aligned with other Municipalities strategic planning documents such as Integrated Human Settlement Plan (IHSP), Spatial development Framework (SDF),

Integrated Development Plan (IDP), Growth and Development Plan 2040 (GDS), Informal Settlements By-Laws etc. The ISUP presents a unique opportunity for the Municipality to strategically narrow down the upgrading of informal settlements within the broader human settlement context.

It is broadly recognized that responses to the challenge of informal settlement in Dihlabeng Municipality (and more generally in Free State Province) need to be multi-pronged, broad based and inclusive of the urban poor. The multi-pronged plan document promotes the following main **developmental actions and responses** in respect of addressing the basic infrastructure and housing needs of informal settlements:

Rapid up-front preliminary assessments and categorisation of all informal settlements in order to obtain an adequate profile and to enable the determination of the appropriate developmental response(s).

- **Full upgrading** *(02 settlements*) delivery of full services, top-structures and tenure including township establishment are currently appropriate, affordable and viable.
- **Interim basic services** (*00 settlements*) for settlements viable and appropriate for long term upgrading but where implementation is not ready or cannot be expedited in the next year or two.
- **Emergency basic services** (*00 settlements*) for settlements where long term upgrading is not viable or appropriate but relocation is not urgent or possible.
- **Relocations** (*02 settlements*) as a last resort for settlements where long term upgrading is not viable or appropriate.

The plan recognizes that, whilst many of the necessary policy and grant instruments are already in place, there are instances where this is not the case (e.g. for emergency basic services). It also recognizes that, in the case of infrastructure provision, the required grant funding may be provided or co-funded by other sources such as the Urban Settlement Development Grant (USDG), Upgrading of Informal Settlements Programme, Emergency Housing Grant (EHG), etc. The plan will thus help to lay the platform for investment through sector alignment of other government departments/sectors or by Municipalities.

The following projects are short, medium and long term project pipelines which aim at expediting the development of the integrated human settlements within Dihlabeng Local municipality in collaboration with the Free State Department of Human Settlements, the Housing Development Agency as well as the private.

TABLE 52: STATUS OF HUMAN SETTLEMENT

STRUCTURES	AVAILABILITY	STATUS
Housing Sector Plan	Yes	Reviewed in May 2015.
Approved service level	Yes	
Areas without access	Yes	1 490

Number of households with/without access to Housing (informal settlements).			
Total HHs without access	RDP and above	Below RDP	Interventions required.
1 490	19 234 (backyard dwellers & lessees).	2766 (Informal Settlements)	Opening of new township registries. Upgrading of certain informal settlement which are developing.
2011 Statssa		**2016 Community Survey**	
Formal - 29 599	Informal - 6 904	Formal - 37 542	Informal - 7 445

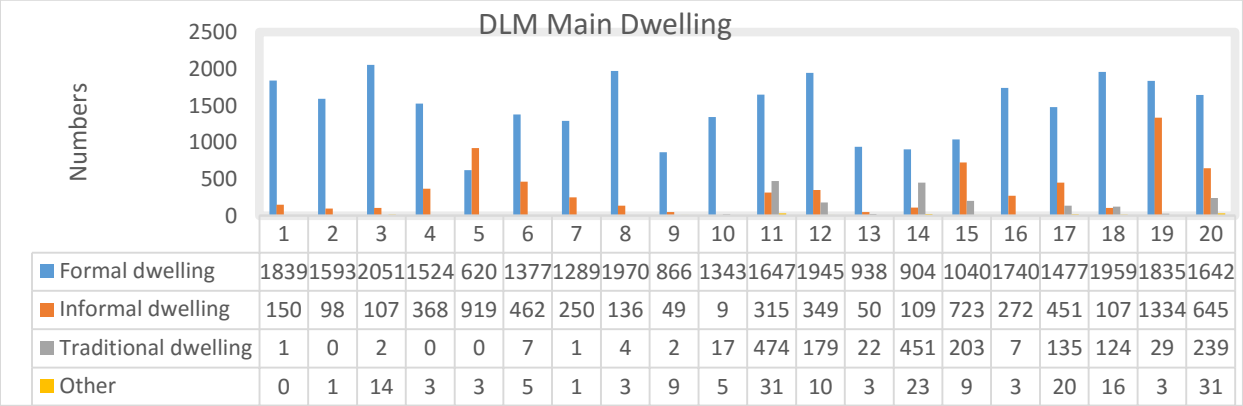
Towns	INFORMAL SETTLEMENTS	Total Informal Areas
Bethlehem/Bohlokong	Selahliwe Captain Charles Riverside	1097
Paul Roux/Fateng Tse Ntsho	Makwetu	93
Clarens/Kgubetswana	Mokobong	300
Fouriesburg/Mashaeng	None	None
Rosendal/Mautse	None	None
		Total 1 490

TABLE 53: STATS FROM CENSUS 2011 AND 2016 COMMUNITY SURVEY REGARDING MAIN DWELLING

MAIN DWELLING								
	2011				2016			
Municipality	Formal	Traditional	Informal	Other	Formal	Traditional	Informal	Other
Setsoto	23 646	911	8 954	176	28 564	373	8 211	240
Dihlabeng	29 599	1 897	6 904	192	37 542	1 214	7 445	656
Nketoana	12 735	655	3 879	50	15 823	368	3 412	61
Maluti a Phofung	80 585	9 676	9 159	808	84 978	9 294	15 058	1 395
Phumelela	9 407	1 269	2 136	77	10 157	642	2 707	1 081
Mantsopa	12 406	450	2 226	87	14 189	244	2 187	332
Thabo Mofutsanyana	168 378	14 858	33 258	1 390	191 252	12 134	39 019	3 765

Statssa, Census 2011 and Community Survey 2016

Graph 11: ACCESS TO DWELLING TYPES



Source: Statssa Census 2011

TABLE 54: TENURE STATUS BY MAIN DWELLING THAT HOUSEHOLD CURRENTLY LIVES - IN

TYPE OF DWELLING	TENURE STATUS							
	Rented from private individual	Rented from other (including municipality and housing ins)	Owned but not paid	Owned and fully paid	Occupied rent- free	Other	Do not know	Total
Formal dwelling/house or brick/concrete block structure.	6226	201	2158	15976	3683	666	15	28924
Traditional dwelling/hut/structure made of traditional mater.	52	-	50	153	913	46	-	1214
Flat or apartment in a block of flats	452	27	-	81	12	-	-	571
Cluster house in a complex	-	-	13	-	-	-	-	13
Townhouse(semidetached house in a complex)	30	-	-	5	-	-	-	35
Semidetached house	54	-	-	13	-	-	-	67
Formal dwelling/flat room in backyard	1906	50	303	5211	293	47	14	7823
Informal dwelling/shack in backyard	1865	13	37	658	1455	282	-	4310
Informal dwelling/shack not in backyard (e.g. in an informal)	324	-	69	735	1615	362	29	3135
Room/flat let on property or larger dwelling/ servants quart	106	-	-	-	3	-	-	109
Caravan/Tent	-	-	-	8	-	-	-	8
Other	14	-	15	21	-	599	-	648
Total	11 027	290	2644	22860	7974	2002	59	46857

TABLE 55: HOUSING NEEDS

URBAN AREA	**VACANT ERVEN**	**ERF REQUIREMENTS**		**PROPOSED TOWNSHIPS (NO OF ERVEN)**
Bethlehem	330		0	0
Bohlokong	0		11 056	3200
Clarens	367		0	0
Kgubetswana	0		400	415
Paul Roux	228		0	0
Fateng tse Ntsho	0		900	300
Fouriesburg	120		0	0
Mashaeng	0		1 674	1267
Rosendal	428		0	0
Mautse	0		700	1000
TOTAL	1 473		14 730	5184

TABLE 56: REASONS FOR HHS WITHOUT ACCESS OR BELOW RDP ACCESS (INFORMAL SETTLEMENTS)

NAME OF SETTLEMENT	TOTAL NUMBER OF HH	NUMBER OF HHs AT OR ABOVE RDP	NUMBER OF AREAS BELOW RDP	NUMBER OF AREAS WITH NO ACCESS	INTERVENTIONS REQUIRED
Bethlehem	5 132	5 132	0	0	None
Bohlokong Selahliwe Captain Charles Riverside	11 1920	11 727	1 097	1 097	Upgrading of the settlements.
Paul Roux Makwetu	2 084	2 084	93	93	Relocation of the informal settlements dwellers.
Rosendal	1 344	1 244	0	0	
Mashaeng	3 893	3 893	0	0	None
Clarens Mokobong	2 206	2 106	100	100	Relocation of the informal settlements dwellers.
TOTAL	**126579**	**26186**	**1 940**	**1 940**	

3.3.6 PRIORITY 5: TOWN PLANNING AND BUILDING CONTROL

The role of the Town Planning Department is to ensure that there is a good relationship between spatial planning, land use management systems and spatial planning policies in order to ensure that developments in the municipality are integrated, sustainable, equitable, inclusive and efficient. The Town Planning Department's role is also to advice the municipality on all spatial planning matters and to ensure that the following are in place:

1. **Spatial Development Framework**
   - The Municipal Spatial Development Framework (SDF) is a legal requirement in terms of Chapter 5 of the Municipal Systems Act, No. 32 of 2000 and Chapter 4 of the Spatial Planning and Land Use Management Act, No 16 of 2013.
   - A Municipal Spatial Development Framework (MSDF) is an indicative framework concerned with growth and development of the municipality and communities. Its purpose is to give effect to the development vision of the municipality and guide the overall spatial planning of current and desirable future (future) land uses within a municipality. It is guided by legislation and policies and represents the integration and trade-off of all relevant sector policies and plans identified in the IDP.
   - The MSDF must outline specific arrangements for prioritising, mobilising, sequencing and implementing public and private infrastructural and land development investment in priority spatial areas.
   - The compilation or review of a SDF must include transparent processes of public participation that afford all stakeholders the opportunity to provide inputs on matters affecting them and their space.
2. **Land Use Scheme**
   - The Municipal Spatial Development Framework (SDF) is a legal requirement in terms of Chapter 5 of the Municipal Systems Act, No. 32 of 2000 and Chapter 5 of the Spatial Planning and Land Use Management Act, No 16 of 2013.
   - A Land Use Scheme is a scheme which determines and regulates the use and development of land. It is used to manage and guide the development vision, strategies and policies of the IDP and SDF. A land use scheme should give effect and be consistent with the municipal SDF and determine the use and development of land within the municipal area to which it relates in order to promote:
     a) economic growth
     b) social inclusion

c) efficient land development; and
d) minimal impact on public health, the environment and natural resources

- A Land Use Scheme must include:
  scheme regulations setting out the procedures and conditions relating to the use and development of land in any zone (permitted uses with specific development parameters

  a) relating to coverage, FAR, height, parking and loading requirements, minimum property size, density, building lines, entrances and exits, etc.)
  b) a map indicating the zoning of the municipal area into land use zones; and
  c) a register of all amendments to such land use scheme.

- The Land Use Scheme of Dihlabeng Local Municipality only covers only Bethlehem (Scheme of 1983) and Clarens (Scheme 1 of 1986). There is a need for a SPLUMA compliant Land Use Scheme that covers the entire municipal area.
- The compilation or review of a SDF must also include transparent processes of public participation that afford all stakeholders the opportunity to provide inputs on matters affecting them and their space.

3. Land Use By-law

- Dihlabeng Planning By-law was gazetted on 12 June 2015 and additional amendments to the document were published 28 August 2015.
- The Dihlabeng Local Municipality Land Use By-law provides for the regulation and control of activities on and in respect of spatial planning and land use management. It sets out procedures regarding the following:
  a) General Spatial Planning (including the compilation and review of the MSDF)
  b) Development Management (Category 1 and 2 applications, and conditions regarding the submission of applications, etc.)
  c) Application procedures (how to submit land development applications to the municipality and electronic submissions of land development applications on E-lodgement (E-lodgement) as this is also a requirement, the Dihlabeng E-lodgement website is: http://fs.spisys.gov.za/dihlabeng.html)
  d) Criteria for decision making (SPLUMA Development Principles, conditions of approval, etc.)
  e) Municipal Planning decision-making structures (establishment of the Municipal Planning Tribunal, considerations of applications, etc.)
  f) Provision of Engineering Services (development charges, land for parks and open spaces, etc.)
  g) Enforcements (offences and penalties, etc.)
  h) Miscellaneous (naming of streets, petition for intervener status, etc.)

All spatial planning, land use management, spatial planning policies and the criteria for decision-making regarding land development applications are guided by the following SPLUMA Development Principles:

1. The principle of spatial justice
2. the principle of spatial sustainability
3. principle of efficiency
4. the principle of spatial resilience
5. the principle of good administration

General Queries

The department assists the public with general queries regarding land use matters, conducts site inspections and issues Site Validation Certificates/ Zoning Certificates.

BUILDING CONTROL UNIT

The building unit ensures that all buildings in the municipal area comply with the minimum construction standards set out by the Building Regulations and Building Standards Act (Act 103 of 1977).

The building control unit controls and regulates the following building activities:

I. Construction of new buildings
II. Alterations, extensions or conversions of existing buildings
III. Change in use of existing buildings
IV. Demolition of existing buildings or structures

Building plan applications must be submitted to the unit for the approval of any structure, temporary or permanent, irrespective of the material used to build. The only exceptions are buildings smaller than 5m, a pergola, and wire fence or open-side fabric-covered shelter for a car, boat or caravan.
If complete and all supporting documentation of a plan has been submitted, it is circulated to the relevant technical departments (e.g. fire, health, town planning etc.) in the municipality for comments. The application is then scrutinized in terms of the National Building Regulations and Building Standards Act and its Regulations. The Building Unit will then contact clients if there is a need for amendments prior to the approval of the plan.

Other roles of the Building Control Unit:

1. Site inspection
2. Record keeping of all plans

Who may submit Building Plans?

- In terms of the Architectural Profession Act (Act 44 of 2000), architects, technologists and draughts persons who are registered with the South African Council for the Architectural Profession may prepare building plans.

Duration prior to approval

- In terms of the National Building Regulations and Building Standard Act, the Municipality has 30 days to approve or refuse a building plan application for buildings smaller than 500m^2 and 60 days for buildings larger than 500m^2.

Validity Period

- A building plan is valid for 12 months from the date of approval. You may apply in writing for an extension before the expiry date.

The submission and approval of building plans within the municipality is used as an economic indicator within its boundaries. The submission and approval of building plans is classified as follows:

- New Residential Buildings;
- Extensions to Residential Buildings;
- Non-residential Buildings; and
- Extensions to Non-residential Buildings.

With regard to the above, the numbers of building plans submitted from January 2015 – February 2017 linked to financial value are as follows:

TABLE 57: STATISTICS FOR BUILDING CONTROL FROM JANUARY 2015 TO FEBRUARY 2017

Town	Costs of new buildings		Cost of extensions to existing buildings		Total
	Residential	Non-Residential	Residential	Non-Residential	
Bethlehem	R 146294 000,00	R61410 000,00	R186225,00	R 2522 000,00	**R210 412,000**
Bohlokong	R 21 442 000,00	R 0,00	R 10 221 000,00	R 370 000,00	**R 32 033 000,00**
Bakenpark	R 2 110 000,00	R 0,00	R 1511 000,00	R 0,00	**R3621 000,00**
Clarens	R 86558 000,00	R 5600 000,00	R 6564000,00	R 2 770000,00	**R 101474 000,00**
Kgubetswana	R 0,00	R 0,00	R 0,00	R 0,00	**R 0,00**
Fouriesburg	R 5395 000,00	R 5700 000,00	R 650 000,00	R 107000,00	**R 11852 000,00**
Mashaeng	R 386 000,00	R 250 000,00	R 150 000,00	R 0,00	**R 786 000,00**
Rosendal	R 6367 000,00	R 0,00	R 0,00	R 0,00	**R 6367 000,00**
Mautse	R 2 161 000,00	R 0,00	R 0,00	R 0,00	**R 2 161 000,00**
Paul Roux	R 357 000,00	R 2 847 000,00	R 2249 000,00	R 260 000,00	**R 5713 000,00**
Fateng	R 1 793 000,00	R 0,00	R 531 000,00	R 0,00	**R 2324 000,00**

E Lodgement Spysis / Current applications

In terms of SPLUMA and Dihlabeng Planning by-law all applications will have to follow the route of E-lodgement on spysis. This network/ website is ran and funded by Department of Rural Development and Land Reform.
Dihlabeng E-lodgement website is :
http://fs.spisys.gov.za/dihlabeng.html

Dihlabeng Local Municipality currently have 15 applications awaiting Dihlabeng MPT and another approximately 10 applications in process.
Currently the commencement of the MPT is restricted by the following factors:

1. MPT is awaiting appointments of external MPT members.
2. COGTA has been appointed as technical advisors. They provided Section 45(1) – Confirmation of a complete application on all applications as currently completed. However we are awaiting approval from COGTA to disperse these comments to consultants. Only after the consultants have commented on Section 45(1) report will COGTA commence with of Section 60 and 71 this assessment. This assessment with all or any other reports or comments will then have to be collated into an agenda with recommendations to MPT.

TABLE 58: LIST OF CURRENT APPLICATIONS FOR LAND USE

Category Type	Erf number	Town	Type of application
1	718	Bethlehem	Rezoning
1	1008	Bethlehem	Rezoning
2	254	Clarens	Subdivision
1	Remainder & Subdivision 2 of erf 83	Bethlehem	Rezoning & Consolidation
1	Erf 2695	Bethlehem	Rezoning
2	Erven 1/235 & 238	Bethlehem	Consolidation
1	Erf 3519	Bethlehem	Subdivision & Rezoning
1	Farm Glen Ash 1115/ Portion of Pieterje 1706	Bethlehem	Incorporation / Create special zone / Rezoning

1	Erf 717	Bethlehem	Subdivision and title removal
1	Erf 1967	Bethlehem	Rezoning and title removal
1	Wolhuterskop Remainder of Portion 6 of 3	Bethlehem	Subdivision / Allocate zoning
2	Erf 411 and 412	Clarens	Consolidation
1	Erf 1336	Bethlehem	Rezoning
1	Erf 28	Bohlokong	
1	Erf 88/4049	Bethlehem	Rezoning

DEVELOPMENT TRENDS

Development trends of the Spatial Development framework is discussed in the Executive summary of Dihlabeng SDF as attached.

Or document / maps and executive summary can be downloaded from links below:

- Spatial Development Framework
- SDF Executive Summary
- Bethlehem SDF
- Clarens SDF
- Fouriesburg SDF
- Rosendal SDF
- Paul Roux SDF
- Dihlabeng SDF

The holistic development trends per urban area within the Dihlabeng Local Municipality are briefly summarized as follows.

Bethlehem/Bohlokong/Bakenpark

There is more development pressure on the Eastern side of Bethlehem, which is the entry point to the town. Developments located on the outskirts are becoming a trend countrywide as people tend to enjoy the tranquility and harmony offered by these areas. Also, there is now a trend to move away from the CBD due to many reasons, which include congestion and convenience.

In the case of Bethlehem, Council has disposed of a number of sites in Bethlehem east area with the aim of stimulating economic development in that region. The proposed developments include the Gobles Folly mixed and use development as well as the shopping mall on erf 3371. The municipality will focus on upgrading the bulk infrastructure in order to accommodate the increasing demand.

The Riemland Corridor will also be a focus area for the next few years. There is also a proposed Regional Mall on the Remainder of 4095. In addition, the new township in Bakenpark Extension 5 and 7 will also complement and further enhance the corridor. A corridor development plan has to be formulated in order to guide development along the route.

Bethlehem is divided into the following:

- Môrelig/Bergsig
- Eureka/Bethlehem West
- Mid-Town Bethlehem CBD
- La Provence
- Jordania
- Panorama
- Hospital Hill

Special note should be given to the development of open spaces that has been previously set out for development. These site should have priority for development-

- Wolhuterskop

Provision was made for the development of open 762 erven sized at 800m2- however the layout of these sites have not been approved by the survey general, nor have sites been services.

- Panorama East

Provision was made for 270 erven. The development of the area was set out on tender, however the tender was never awarder.

- Bergsig

Provision was made for 434 erven sized at 800m2.

- Bakenpark

The whole of Bakenpark consist of 339 erven.

- Bohlokong

There are 800 unoccupied erven in Bohlokong.

The current need in Bohlokong is considered as high as 8 000 residential erven.

The Vogelfontein will provide for 2593 erven to the average size of 350m².

Extension of the Northern suburbs of Bohlokong (Abersethin) on the remaining and adjacent portion of land presently being planned 1780 erven.

SMALL HOLDINGS

The following small holdings and farms surround the urban area:

- Kromkloof
- Eden Small Farms
- Deurgezien Small Farms
- Mary Ann Small Farms
- Bally Duff Small Farms
- Clarens/Kgubetswana:

Apart from the Housing need in the lower income categories, there is no need for middle to higher income housing. The municipality is in the process of establishing a town ship of about 400 erven. Phahameng is extention of Kgubetswana. Phahameng has 384 erven, all of which have already been allocated to local residents.

Kgubetswana has 1 016 residential erven, which are all occupied, A need for further 500 residential sites in Kgubetswana exist. The total housing backlog in Kgubetswana is 400 sites. This urban area is characterized by the strong tourism component as reflected by the large number of guest houses and tourist related Business ventures.

Paul Roux/Fateng tse Ntsho:

Apart from small Business and lower income housing developments, this urban area does not experience major growth trends. The municipality is in the process of establishing at township of about 300 erven. Paul Roux consist of 438 erven of which 228 is unoccupied erven. It has a well-defined CBD Voortrekker Street, which shows limited growth potential. Due to the limited growth potential of the CBD no specific direction for developments is indicated although development should take place within the proposed development corridors.

Scattered non- noxious industrial sites exist in the greater Paul Roux with no well-defined industrial area.

Fouriesburg/Mashaeng

Fouriesburg has 780 residential erven of which none are currently available. It is one of the towns with the most mixed uses in the CBD of Fouriesburg, is filled with uses which at times can be contradictory to one another. The main entry and exit to the town is through Reitz and De La Harpe Street. Mashaeng has a total of 3 039 residential erven of which none are available. The current need in Mashaeng is estimated at 1 674 residential erven. Economic growth Nodes are located at an accessible locations throughout Mashaeng. These activity nodes develop around Businesses, transport, sport facilities and tourism.

Mautse/Rosendal

Growth in the low density residential area of Rosendal is low with adequate vacant stands for future development. There is a need for the provision of residential opportunities in the lower income category (700) .The municipality has established township in Mautse for 1000 erven. Limited Businesses activities exist in Rosendal and are primarily located along the main road through Rosendal. Mautse is characterized by informal Business activities.

3.3.7 PRIORITY 6: SOLID WASTE AND REFUSE REMOVAL

Waste collection is a Local Government competency and should therefore be conducted by the five local municipalities under Thabo Mofutsanyane District. Waste removal service is offered 100% in the established township areas. Waste receptacles (240L wheelie bins and 85L bins) have been distributed to the previously disadvantaged communities. The provision of receptacles has reduced unnecessary delays during collection and refuse bags are the most common receptacle used in certain parts of the town.

The Municipality continues to provide free basic refuse removal to all registered indigent households around our area of jurisdiction in a sustainable manner. To ensure the smooth and uninterrupted provision of refuse collection and at the same time reducing overheads, the municipality has 2 haulage trucks and 1 Roll on Roll off trucks handed over from the Government Garage to the municipality, over and above this initiative the municipality embarked on a number of cleaning campaigns and initiated recycling projects around the Dihlabeng Communities. The CBD's of all the towns are maintained and cleaned on a daily basis, although Bethlehem is in need of public bins around the town in order to encourage a litter free community.

DLM has 3 waste compactors that are utilized for refuse removal once a week as per the collection schedule. The Bethlehem Unit has 2 compactor trucks, whilst Clarens have one. The conditions of all three compactors are not reliable and frequently experience breakdowns which then affects service delivery. Tractors and Trailers continue to be used for collection in other Units. Bethlehem alone has over 250 corner dumps in and around Bohlokong, Bakenpark and Bethlehem. Section waste has no fleet that manages and deals with corner dumps.

Council continues to face an enormous challenge in the sense that our community members have lost the drive and pride to keep their environment clean. Removing of corner dumps is done as and when the equipment is available. Environmental cleaning campaign have been embarked on, but if the community does not change its mind-set the Municipality will continue to fight a losing battle. The Municipality owns a permitted regional Landfill site and records of decisions for all four transfer stations. Only Clarens transfer station is operational, whilst the other three transfer stations require containers in order for them to be operational. Bethlehem has 1 transfer station that is not licensed as they were meant only for garden waste. To date lack of control in terms of management poses an Environmental and Health risk. The landfill site is operated and maintained by a contracted service provider and is regulated under the license conditions issued by the Department of Environmental Affairs as a well minimum requirements of waste disposal by landfill.

Recycling is happening at a very small scale within DLM due to challenges faced by the community members intended in recycling such as land, transportation and equipment. There is recycling in Bethlehem, Fouriesburg and Clarens. Waste generated within Thabo Mofutsanyane is not sufficient to justify any waste treatment facilities being constructed, except Bethlehem.

The DLM has conducted community survey on level of services in our Wards and under Waste Management there has been issues raised with regard to waste collection and disposal in the region. Based on an estimated Census

2001 62.8% have accesses to refuse removal and in 2011 81.6% of Household receiving refuse removal service increased to 18.8%.

As expected, the highest quantities of waste are generated within the Bethlehem and Bohlokong typical towns characterized by a higher socio economic population generating higher tonnages of waste and industrial activities. This landfill vary in status from small, medium and large. From available information it will appear that sufficient landfill airspace (lifespan) exist within Dihlabeng Regional Landfill site. The Municipality has a District Integrated Waste Management Plan as well as a draft Integrated Waste Management Plan.

TABLE 59: INDICATION OF WASTE & REFUSE REMOVAL SERVICE

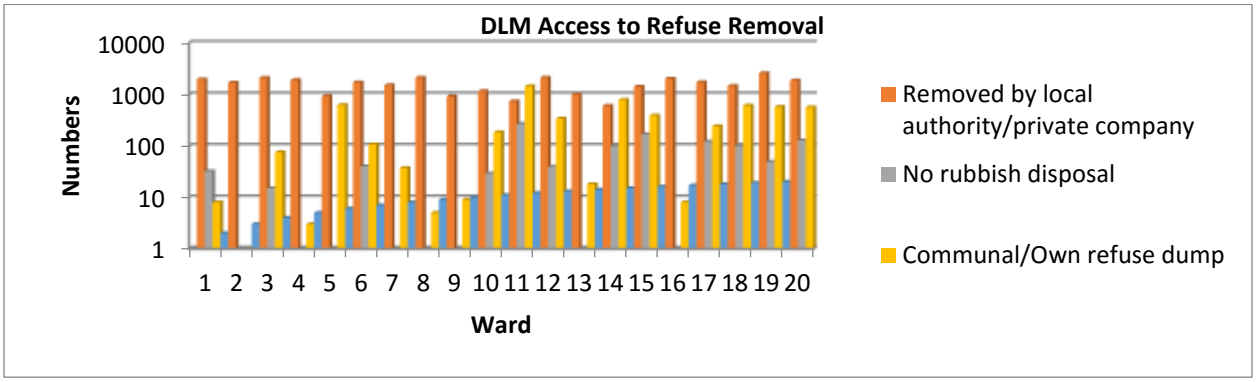
STRUCTURES	AVAILABILTY	STATUS
Integrated Waste Management Plan	Draft local IWMP	Draft local IWMP
Landfill sites	Available in Bethlehem	Licensed and operational
Licensing and compliance	Available in Clarens	Licensed and operational
Environmental recycling	External	Businesses
Operation and Maintenance Plan	Yes	Operational
Waste management Fleet	Available 3 compactor trucks	Old, frequently experiencing breakdowns
Personnel and staff	71	Refuse Removal & Street sweepers personnel.

TABLE 60: STATS FROM CENSUS 2011 AND 2016 COMMUNITY SURVEY WITHIN LOCAL MUNICIPALITIES REGARDING REFUSE REMOVAL

REFUSE REMOVALS												
	2011						2016					
Municipality	**Removed by local authority at least once a week**	**Removed by local authority less often**	**Communal refuse dump**	**Own refuse dump**	**No rubbish disposal**	**Other**	**Removed by local authority at least once a week**	**Removed by local authority less often**	**Communal refuse dump**	**Own refuse dump**	**No rubbish disposal**	**Other**
Setsoto	18 534	841	808	10 961	2 323	220	21 705	995	2 037	10 159	1 792	545
Dihlabeng	30 963	395	1031	4 965	1 088	152	38 611	545	1 708	4 254	656	131
Nketoane	12 506	262	545	3 225	682	97	16 068	359	545	2 039	355	254
Maluti a phofung	24 873	424	4 591	61 972	7 414	953	23 361	1 159	5 682	65 648	12 181	2 415
Phumelela	8 390	58	586	3 334	460	60	8 891	1 016	123	2 594	1 734	216
Mantsopa	11 860	61	683	2 223	286	87	11 520	133	2 231	2 297	609	96
Thabo Mofutsanyana	**107125**	**2042**	**8245**	**86 680**	**12 254**	**1 539**	**120 155**	**4 208**	**12 325**	**86 991**	**17 327**	**3 657**

Statssa: Community Survey 2016

GRAPH 12: ACCESS TO REFUSE REMOVAL



Statssa: Census 2011

Table 61: STATUS OF LANDFILL PERMITTING /LICENSING IN DIHLABENG LOCAL MUNICIPALITY

UNIT	PERMIT STATUS: PERMITTED/LICENSED
Bethlehem (Landfill)	Permitted
Rosendal (Transfer Station)	Permitted
Paul Roux (Transfer Station)	Permitted
Clarens (Transfer Station)	Permitted
Fouriesburg (Transfer Station)	Permitted

Dihlabeng Local Municipality spares no effort in ensuring that refuse removal is done at least once a week at every household, to ensure the efficient management of the solid waste disposal sites, to prevent littering and to ensure that the street and pavements are regularly cleaned. Refuse collection between 2011 and 2016 has increase from 30963 to 38611 of households receiving services from the municipality whereby collections are made once a week by the Local Municipality.

TABLE 62: SERVICE LEVELS FOR CORE FUNCTION REFUSE REMOVAL & SOLID WASTE

TOWNS	TOTAL NUMBER OF HOUSES/ HOUSEHOLDS		HOUSEHOLD WITH ACCESS TO REFUSE REMOVAL		REFUSE REMOVAL 2011 CENSUS BACKLOG		REFUSE REMOVAL CS 2016 BACKLOG
	DLM SURVEY 2012	HOUSEHOLDS CENSUS 2011	DLM SURVEY 2012	HOUSEHOLDS CENSUS 2011	DLM SURVEY 2012	HOUSEHOLDS CENSUS 2011	HOUSEHOLDS CS 2016
Bethlehem/Bakenpark/ Bohlokong	13 789	26996	13 783	22 547	6	4449	256
Fouriesburg/Mashaeng	4 697	4982	4644	3825	53	1157	
Clarens/Kgubetswana	1 713	2083	1 665	1858	48	225	
Rosendal/Mautse	1 378	1975	1 238	1412	140	563	
Paul Roux/Fateng tse Ntsho	1 533	2557	1 533	1715	0	842	
TOTAL	**23 110**	**38593**	**22 863**	**31358**	**247**	**7235**	

TABLE 63: CAPACITY PER TOWN

TOWN	WASTE FACILITY	COLLECTION SYSTEM	CAPACITY
Bethlehem	Permitted Regional Landfill Site.	Once a week collection	25-30 years
Paul Roux	Transfer Station permitted.	Once to twice a week collection	25-30 years
Rosendal	Transfer Station permitted but not operational	Once to twice a week collection	25-30 years
Fouriesburg	Transfer Station permitted but not operational	Once to twice a week collection	25-30 years
Clarens	A permitted and operational transfer station	Once to twice a week collection	25-30 years

3.3.8 PRIORITY 7 SPORTS ARTS AND CULTURE

The IDP outlines the generally poor condition in terms of the state and variety of sporting facilities throughout the Dihlabeng Local Municipality. The nature and extent of the challenges is complex and easily noticeable in the units of Dihlabeng Local Municipality. The challenges range from the shortage of playing fields and lack of maintenance therefore to unavailability of other sporting codes. The proposals that need to be pursued per unit are as follows:

The communities who are located in the periphery should be prioritized in the provision of services. Bethlehem Goble park, Bethlehem show ground, Bakenpark stadium and Bohlokong stadium provides the communities of the municipality with access to sport facilities, however it should be extended in order to accommodate communities in the periphery, particularly communities from areas such as Clarens/Kgubetswana and Rosendal/Mautse who have limited access to sport facilities.

SITUATION ON SPORT FACILITIES OF DLM

Rosendal/Mautse: Rosendal Stadium should also be considered for a hub by erecting another multipurpose court in the vicinity of the stadium. The provision of a pavilion with change rooms should be considered. Upgrading of Mautse stadium is completed.

Clarens/Kgubetswana: Upgrading of Kgubetswana Stadium is completed. Maintenance of open grounds is considered as most of the teams in the area use them for practice sessions.

Fouriesburg/Mashaeng: Mashaeng Stadium has been upgraded as it was the first priority. Construction of multipurpose courts outside the stadium should be considered. Maintenance of open grounds is considered as most of the teams in the area use them for practice sessions. Upgrading of the show grounds should be considered.

Paul Roux/Fateng tse ntsho: Fateng tse ntsho Stadium has been upgraded and handed over to the municipality by the contractor. Maintenance of open grounds should be considered because most of the team in the area use them for practice sessions. Paul Roux tennis courts and bowling court should be upgraded.

Bethlehem/Bohlokong: Bohlokong Stadium pavilion is upgraded and completed to meet the standard of safety at sport and recreational event act and handed over municipality. Bakenpark Stadium should also be upgraded and erection of a pavilion be considered. Upgrading of the swimming pool should be considered. Maintenance of Bohlokong stadium should be considered. Other stadiums and open grounds should be considered.

TABLE 64: FACILITIES AS PER TOWNS OF DLM

TOWN	SPORT FACILITIES	SITUATION
Rosendal	Mautse Stadium	Upgraded, complete and Well maintained
	Rosendal Stadium	Well maintained but Changing rooms are dilapidated and need to be upgraded.
	Open grounds	In good condition, needs to be maintained.
Clarens	Kgubetswana Stadium	Upgraded, complete and Well maintained
	Open Grounds	Need to be well maintained.
Fouriesburg	Mashaeng Sports Stadium	The stadium is new and well maintained
	Fouriesburg showground	Needs upgrading
	Open grounds	Needs to be maintained
Paul Roux	Fateng tse ntsho sports	The stadium is new and well maintained
	Open grounds	Needs to be well maintained
Bethlehem/Bohlokong/Bakenpark	Bohlokong Stadium	The field is well maintained. Pavilion completed but and handed over to the municipality.
	Bohlokong multipurpose courts	Well maintained
	Bakenpark Stadium	The stadium needs to be upgraded.
	Bohlokong Sports Ground phase 7	Need to be upgraded

TOWN	NUMBER OF STADIUMS	NUMBER OF COURTS	NUMBER OF OPEN GROUNDS	GOLF COURSE
BETHLEHEM	4	4	11	1
PAUL ROUX	1	1	2	-
FOURIESBURG	2	1	2	-
CLARENS	1	0	2	-
ROSENDAL	2	0	2	-

3.3.9 PRIORITY 8 ARTS AND CULTURE

The nature and extent of the challenges is complex and easily noticeable in the units of Dihlabeng Local Municipality. The challenges range from the shortage of Arts and Cultural Centres and lack of maintenance therefore to unavailability of Arts and Cultural Centres. The proposals that need to be pursued per unit are as follows:

The communities who are located in the periphery should be prioritized in the provision of services. Clarens Arts and Cultural Centre provides the communities of the municipality with access to the center, however it should be extended in order to accommodate communities in the periphery, particularly communities from areas such as Bethlehem/Bohlokong and Fouriesburg/Mashaeng who have limited access to them. The need for Arts and Culture Centres has been highlighted by the communities.

TABLE 65: HERITAGE SITES PER TOWN

TOWN/UNIT	SITE NAME	SITUATION
Rosendal	Motouleng	Good
	Cultural Village	Need to be repaired
Clarens	Sand Stone Methodist Church	Good
	Titanic Rock	Good
	Monument of the Square	Good
Fouriesburg	Fertility Caves	Good
	Dutch Reformed Church	Good
	President Steyn House	Good
	Salpeterkrans	Good
Paul Roux	Dinosaur	Good
Bethlehem	Old Nazareth Mission Church	Good
	Baartman Wagon House Museum	Good
	Soul Plaatjie Dam	Good
	Battel of Bethlehem Monument	Good

3.3.10 PRIORITY 9 LIBRARIES

DLM UNITS	NUMBER OF LIBRARIES
Bethlehem/ Bohlokong	3
Fouriesburg/ Mashaeng	2
Rosendal/ Mautse	2
Paul Roux/ Fateng tse Ntsho	1
Clarens/ Kgubetswana	1

3.3.11 PRIORITY 10: PARKS AND CEMETERIES PARKS

TABLE 67: STATUS OF PARKS

AREA: BETHLEHEM	COMMON NAMES	DEAD/ALIVE/REPLACED	NUMBER OF TREES
Panorama, La-province, Jordania, Eureka, Middle town, Morelig, Bohlokong.	Ulmus pimula, American Ash, Platanas, Qurcus, Grevia, Phoenix, Canariensies, Celtis Africana, White stikhood, Rhus lancea (karee), Rhus pendulinar (white karee), populous alba.	253	8 825
CLARENS	COMMON NAMES	DEAD/ALIVE/REPLACED	NUMBER OF TREES
Larola, upper Clarens, and Kgubetswana location.	Celtis Africana (white stinkhood), Rhus lancea(karee) Rhus (stinkhood), Rhus pendulinar(white karee).		
FOURIESBURG			
Fouriesburg township and Mashaeng location.	Celtis Africana (white stinkhood), Rhus lancea(karee) Rhus (stinkhood), Rhus pendulinar(white karee),.		
ROSENDAL			
Rosendal township and Mautse location.	Celtis Africana (white stinkhood), Rhus lancea(karee) Rhus (stinkhood), Rhus pendulinar(white karee), Euculyptus (blue gum),and populous simonni .		
PAUL ROUX			
Paul Roux township and Fateng tse Ntsho location.	Celtis Africana(white stinkwood),Rhus Lancea(Karee), Rhus Pendulina (White karee), Populus Alba		

Bethlehem Unit

Panorama

- OomBossiepark- it is a park used by the kids and members of community. It is in Panorama (2275) at Davie du Preeze and Koos Jordan Street.
- PresDiedderics Park, an open Park with English Oak trees
- Gemsbok Park – a Park situated at (2811) President Diederics Street
- S.A.P Park – situated at (2011) President Diederics Street
- Pane/ East Park

Jordania

- Plein Streer Park – A big circle in Jordania, situated in Pein Street
- Impala Park used by the community in Impala Street
- Gemsbok Park – used by community in Gemsbok street
- Waterbok Park – used by community and kids and situated in Waterbokstreet
- Damvaal Park – used by community for fishing next to Lock athlone dam (1021)
- Damvaal Park – used by the community (1023)

Middle Town

Pretoriouskloof Park – A small park next to shell Garage and the kloof

Basotho Park – It is a park used by everyone (Social Park) next to the river

Bohlokong

- Next to Housing offices – A welcoming park at the entrance of the location, and is situated next to the Municipal Housing offices.
- Mediclinic Park – Situated in Riemland road, front opposite medi clinic gate
- Post Office Park – Park next to Bohlokong Library
- Thejane Park - Park next to Bodikela primary school7
- Thejane Park - Park next to Church
- Micherelpark - Park next to Reatshedis Funeral Parlour
- Phase 7 Park – situated in Lamond road
- Egypt Park – situated in Ward 5, Nketsing Street
- Naledi Park - situated in Naled Location, next to Zion church
- Extantion 1 (1) – a park situated next to Nthute Primary school. It is normally used by the Ward Councilor to hold meetings
- Extension 1 (2) – a park also situated next to Nthute Primary school known as Mmetlapark
- Giyane Park – situated next to Bethlehem Comprehensive school
- Congo Park – A park used by the Community

Bakenpark

- Bakenpark – A park used by the Community and Bakenpark Primary school
- Moederkerkpark - A park used by the Community, well maintained , next to Moederkerk

Eureka

- Gambridge Park – A small portion of land used by the community, normally used for exercising.
- Wessels Park - situated in Cambridge and Commissioner street
- Paul Roux Park – A park on the exit road to Paul Roux, next to Correctional Services.
- Pre.Steyn Park – (2) in President Steyn Street.

Morelig Community Parks

- President Reitz park- Saron Park – Passmore Park
- Us Park used by the Community next to Church at Kedron Street
- Ben Schoeman park at Schoeman street
- Pres Steyn park (2) used by the community at President Steyn street

TABLE 68: PARKS MAINTAINANCE PLAN

Task Team	Resources	Machine/ Vehicle	Week 1	Week 2	Week 3	Week 4
Lawnmower Team	20 Operators 20 Sheen pads 20 Helmet 20 Beeps	3 To Truck Ride on Bush cutter Kudu	Panorama. Durban Entrance. Oosmond Jordania La Province	Wolhuterskop Moederkerk Eureka Fouriesburg entrance	Morelig Ireland Moreli Cemeteries Bakenpark	Lindley Entrance Moreli, Bohlokong Location
Pruning Team	5 Lab ours 2 Chainsaw 20 Meter rope 4 Hand sag 4 Snuesker	Tractor with the trailer or 4tonne truck (Crane 8 ton truck, 4 to truck Cherry picker)	Morelig all streets Handling complaints on Friday	Morelig all streets Handling complaints on Friday	Morelig all streets Handling complaints on Friday	Morelig suburb all streets Complaints on Friday
General Team	6 Lab ours 4 Spades 2 Iron reeks 4 blare hark	Tractor with the trailer	Panorama: Berry de cock street, Alex Pexnox, Paul Laeseck Street	Jordania: Baartman, Kwanga Plein street Middle town Moederkerk	Eureka Fouriesburg entrance commissioner street, Wesselspark, Morelig, Reitz, Saron	Saron, Reitz, Steyn street, Lindley entrance, Commissioner, Golf street Bohlokong parks
Development Team	4 Labour 18 meter net 4 blare hark 3 homer affairs	3 Ton truck	Town Hall, HQ Sport ground (Bakenpark), Wolhuiterskop), Basotho Park, Pretoriouskloof, Showground, Goblle Park and WessesparkMoedekerk	Ongoing maintenance of cleaning areas	Ongoing maintenance of cleaning areas	Ongoing maintenance of cleaning up the areas
Tractor Team	2 Drivers 2 Gloves 2 Nose Bags	Tractor and Slashes township	Panorama all parks Oosmond	All Parks including Big circle	Eureka Wesselspark Bloemfontein Entrance	Showground's as well as industrial sides next to Lindley entrance
		Tractor and Hover machine	Bohlokong parks and open spaces including the sport field in bakenpark	Bohlokong parks and open spaces including the sport field in Bakenpark	Bohlokong parks and open spaces including the sport field in Bakenpark	Bohlokong parks and open spaces including the sport field in Bakenpark

CEMETERIES

TABLE 69: STATUS AND CAPACITY OF CEMETERIES: (Bethlehem Unit)

CEMETERY (NAME)	LOCATION	CAPACITY		
		TOTAL NR OF GRAVES	CURRENT USAGE (NR OF GRAVES)	REMAINING CAPACITY (NR OF GRAVES)
Maineng cemetery	Bohlokong		Full	Full (Only reserved graves left)
Vuka cemetery			Full	Full (Only reserved graves left)
Comp			Full	Full (Only reserved graves left)
Ritcher street(behind Max o Meats)			Full	
Muller street (Anlo Boer cemetery war)			Full	
Morelig cemetery (Next to field army camp)			Full	
Utopia cemetery(Next to Meets road)			High maintenance 512 Adults graves, 188 Children Low maintenance. 558 Adults 103 Children	

TABLE 70: MAINTANACE OF CEMETERIES

CEMETERY LOCATION	FREQUENCY
Bohlokong	Clean cemetery twice a year with temporary workers (EPWP) for a period of 3 months, in Maineng, Vuka and Comprehensive.
Bakenpark	Clean cemetery twice a year with temporary workers (EPWP) for a period of 3 months, in Bakenpark.
Bethlehem	Parks cut the grass on a four week circle and maintanace with the cemetery workers, in Ritcher, Muller, Morelig and Utopia.

TABLE 71: CEMETERY STATE OF DEVELOPMENT

CEMETERY	CURRENT STATUS/ STATE OF DEVELOPMENT
Bohlokong	Maineng: fenced with palisade fence. Vuka: fenced with palisade fence.
Bakenpark	Not fenced
Bethlehem	Ritcher cemetery: fenced with normal thorn wire (must be re-fenced). Muller cemetery: fenced with diamond mech. Morelig cemetery: fenced with diamond mech the other half with devils fork fence.Currently Etopia Cemeteries approved on extension.
Fouriesburg (Mashaeng)	Site identification completed and all studies done. Application with MIG to be done in order to fence and peg the site.
Rosendal (Mautse)	Municipal Site is currently a commonage. MIG Approval for R7 700 000.00 for 20202/2021 financial year
Clarens	Site identification completed and all studies done. Awaiting comments from Dept. of Agriculture. Access road report submitted to Department of Roads and Transport.
Paul Roux	Current Cemetery still has a lifespan of an estimated 40 years, G4 application has been submitted to the Department of Environmental Affairs.

NURSERY

Task Team	Resources	Week 1	Week 2	Week 3	Week 4
Nursery Team	02 Labourers 01 Epwp's 03 Gloves 03 Nose Bags 02 Round nose 03 Wheelbarrow	Watering of all plants: Roses, Flowers, shrubs and Succulents plants. Weeding plants (Green House and Indoor plants. Cleaning of all sidewalks and potting house as well as the propagation house. Propagating of plants in various aspects of flora. Nursery (Inventory) plants count (Twice a month: Fridays).	Watering of all plants: Roses, Flowers, Shrubs and Succulents plants. Cleaning of all sidewalks and potting house as well as the propagation house. Weeding plants (Green House and Indoor plants. Apply liquid fertilizer to stimulate the root system of the species.	Watering of all plants: Roses, Flowers and Succulents plants. Weeding plants (Green House and Indoor plants. Pruned rose and applied rose care. Cleaning of all sidewalks and potting house as well as the propagation house. Nursery (Inventory) plants count (Twice a month: Fridays).	Watering of all plants: Roses, Flowers, Shrubs and Succulents plants. Cleaning of all sidewalks and potting house as well as the propagation house. Weeding plants (Green House and Indoor plants.
Hot House	2 Labourers 1 Hormone powder (500g) 3 Secateurs 1 Broom 3 Gloves 3 Nose Bags	Saw the seeds of the particular season. Watering and monitoring of Seedlings at the Hot House. Cleaning of propagation area – sidewalk and tables	Watering and monitoring of Seedlings at the Hot House. Cleaning of propagation area – sidewalk and tables	Watering and monitoring of Seedlings at the Hot House. Apply fertilizer for all plants in hot house. Cleaning of propagation area – sidewalk and tables	Watering and monitoring of Seedlings at the Hot House. Cleaning of propagation area – sidewalk and tables

3.3.12 PRIORITY 11: PUBLIC SAFETY EMERGENCY AND FIRE SERVICES

Public Safety is a social service function with the mandate to promote healthy environment to the community, the Department's core function is to render effective and efficient Fire Services, Disaster Management and Traffic Management.

FIRE BRIGAGE

Main objective as per Fire Brigade Service Act

- Rendering of firefighting duties
- Rendering of fire safety services
- Rendering of rescue services
- Fire protection association for rural areas
- Rendering other related emergency services

DISASTER MANAGEMENT

Main objectives as per Disaster Management Act:

- To prevent or reduce the risk of disasters.
- To mitigate the severity or consequences of disasters.
- To conduct emergency preparedness.
- To enable the rapid and effective response to disasters.
- To have a post disaster recovery and rehabilitation.

TRAFFIC MANAGEMENT

Main objective as per Road Traffic Act:

- Enforcement of Traffic Laws.
- Assistance at events.
- Escorting abnormal loads/ funerals.
- Improve road safety and prevent crime.
- Relocate crash data.
- Conduct training and scholar patrols.

EMERGENCY SERVICES

In terms of Section 54(1) b of the Dihlabeng Disaster Management Act, the council of a local municipality, acting after consultation with relevant local municipality, is primarily responsible for the coordination and management of local disasters that occur in its area. Furthermore, Section 54(2) states that the local municipality may, despite subsection 54(1) (b) ,agree that council of the municipality assumes primary responsibility for the coordination and management of a local disaster that has occurred or may occur in the area of the local municipality. Furthermore as legislated by Sec 43 of the Management Act of 2000 that 'an administration disaster management center be established in the local municipalities".
The current capacity of the local municipality is reflected.

FIRE AND RESCUE

Dihlabeng Local Municipality has Fire Management Plan.

Bethlehem Fire Station that mainly services the communities of Dihlabeng Municipality. Through this station, the services provided to the communities confirm the need to proceed to provide services to other Units in DLM.

TABLE 72: CAPACITY ON TRAFFIC

INSTITUTION	BETHLEHEM/ BOHLOKONG & BAKENPARK	ROSENDAL/ MAUTSE	PAUL ROUX/ FATENG TSE NTSHO	FOURIESBURG/ MASHAENG	CLARENS/ KGUBETSWANA
Traffic: Personnel	10 Personnel	None	None	None	None
Vehicles and Resources	11 Vehicles	None	None	None	None
Fire: Control room	1 Control	None	None	None	None
Personnel	28 Personnel	None	None	None	None
Resources	2 new fire engines	None	None	None	None
Disaster management	Disaster management plan	None	None	None	None

TABLE 73: SAFETY AND SECURITY (Crime level)

CRIME CATEGORY	APRIL 2009-MARCH 2010	APRIL 2010-MARCH 2011	APRIL 2011-MARCH 2012	APRIL 2012-MARCH 2013
Murder	16	18	24	22
Total Sexual Crimes	162	155	187	154
Attempted murder	10	16	18	29
Assault with the intent to inflict grievous harm.	432	427	430	439
Common assault	996	845	842	845
Common robbery	88	71	73	83
Robbery with aggravating circumstances.	112	118	130	103
Arson	13	3	21	13
Malicious damage	462	397	407	410
Burglary at nonresidential premises.	187	195	214	288
Theft of motor vehicle and motorcycle.	704	609	560	640

DISASTER MANAGEMENT PLAN

Introduction

The Constitution of the Republic of South Africa (Act 108 of 1996) places a legal obligation on the Government of South Africa to ensure the health (personal and environment) and safety of its citizens. In terms of section 41(1)(b) of the Constitution, all spheres of Government are required to "*secure the well-being of the people of the Republic*". Section 152(1)(d) also requires that local government "*ensure a safe and healthy environment*". In the light of the above, and the established understanding of disaster management, the primary responsibility for disaster management in South Africa rests with Government.

Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster management plan as part of and an integrated part of their Integrated Development Plans. This plan establishes the arrangements for disaster management within the Dihlabeng Local Municipality (TLM) and has been prepared in accordance with the requirements of the Disaster Management Act, 57 of 2002 (the Act) and section 26(g) of the Municipal Systems Act, 2000.

TABLE 74: STATUS OF DLM DISASTER MANAGEMENT PLAN

DISASTER MANAGEMENT PLAN	AVAILABLE	STATUS
Disaster Management Plan	Yes	Adopted in 2018/19 Financial year. Need to be reviewed and adopted by Council annually. Currently under review.
Interdepartmental Disaster Risk Management Committee	Yes	Composed of Internal members and functional. The committee meet quarterly.
Personnel	Yes	Two Officers responsible for All Units

Institutional arrangements for Integrated Policy making, direction and execution of policy and legislation.

Objectives

- To establish procedures for the development, approval and implementation of integrated disaster management policy, including the making of by-laws, issuing directions and authorisations for the issuing of directives;
- To establish mechanisms which will provide clear direction and allocate responsibilities for the implementation of the Disaster Management Act 57 of 2002 (hereinafter referred to as "the Act");
- To develop a strategic plan for phasing in and maintaining the requirements of the Act and the national disaster management framework; and

To establish and maintain effective institutional arrangements to ensure adequate operational capacity for the implementation of the requirements of the Act and to enable stakeholder participation which will promote an integrated and co-ordinated approach to disaster management in Council's area.

Purpose of the INTERDEPARTMENTAL DISASTER RISK MANAGEMENT COMMITTEE *(IDRMC)*
To promote interdepartmental relations and to achieve a co-ordinated, integrated and common approach to disaster management by the departments and other internal units in the administration of the municipality (Section 44(1)(b)(i) of the Act) in the development and implementation of appropriate disaster risk reduction methodologies, emergency preparedness and rapid and effective disaster response and recovery capabilities. The Disaster Management Coordinator is responsible to establish and sustain an Interdepartmental Disaster management Committee (IDMC).

The Disaster Management Coordinator must establish the IDMC which should be constituted of all relevant functionaries and role players so as to ensure that the Disaster Management Coordinator implements disaster management in a manner consistent with the Act.

The IDMC facilitates integrated and co-ordinated planning by providing the forum for collaboration on joint cross departmental plans and programmes aimed at disaster risk reduction and other relevant activities associated with disaster management as required by section 52 of the Act. It acts in support of the Dihlabeng LM Disaster management Coordinator and assists with supervising the preparation, co-ordination, monitoring and review of disaster plans and their integration with the IDP processes.

The committee is chaired by the Disaster management Coordinator and shall meet at least quarterly, but is not precluded from meeting more frequently according to prevailing circumstances.

COMPOSITION OF THE IDRMC

The IDRMC comprises key personnel and relevant role players of the various departments and other internal units in the administration of council who have disaster management responsibilities in their functional area.

RESPONSE AND RECOVERY

To ensure effective and appropriate disaster response and recovery by:

- Implementing a uniform approach to the dissemination of early warnings;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environment and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur;
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

INFORMATION MANAGEMENT AND COMMUNICATION

Objective

To guide the development of a comprehensive information management and communication system and establish integrated communication links with all disaster management role players.

Establishing an Information Management and Communication System

The information management and communication system will include the establishment of communication links, which will enable the receipt, transmission and dissemination of information

between disaster management centres and those likely to be affected by disaster risks as well as other role players and role players and stakeholders involved in disaster management. The design of the system will take into account the lack of technological infrastructure in areas and communities most at risk, as well as telephonic system failures during disasters. This will require the use of a dedicated two-way emergency radio communication network.

Integrated Information Management and Communication Model

An integrated information management and communication system must be established to achieve the objectives of the KPAs and enablers outlined in the national disaster management framework.

Data Acquisition (Data Collection and Capturing)

The process will identify both the inputs and data sources (data custodians) that will be required to ensure effective support for the implementation of the Act and the Framework.

The following types of data, among others, will be required: -

- Base data (e.g. topographical, census, land cover, infrastructure, deeds, environmental)
- Dynamic data (e.g. contact and other relevant details of all role players)
- Field data (e.g. features of buildings, infrastructure)
- Situational reporting system (e.g. incidents, local conditions)
- Hazard tracking (e.g. weather conditions, flood, fire hazard conditions, droughts)
- Early warnings

EDUCATION AND TRAINING

School Programmes

The local municipality will seek to establish links with existing awareness creation programmes in schools for the purpose of disseminating of information on disaster management and risk avoidance. The local municipality will also play an active part in engaging schools to ensure a practical approach to awareness programmes.

Dissemination and Use of Indigenous Knowledge

It is imperative that traditional leaders, as custodians of indigenous knowledge, play an active role at the local, district and provincial levels. The indigenous knowledge is an integral part of disaster management.

Training Programmes for Government Officials and Policy Makers

Training programmes for government officials and policy makers will embrace the multidisciplinary and interdisciplinary dimensions of disaster risk reduction, which will include the following:

- Development planning
- Hazard identification and assessment

Communicable diseases.

- Dry land agriculture
- Participatory rural appraisal
- Applied climate science and GIS

Community Training Programmes

Training programmes for communities will focus on disaster risk awareness, disaster risk reduction, volunteerism and preparedness. Communities will be given the opportunity to modify and enhance training programmes through the inclusion of indigenous knowledge, practices and values, and the incorporation of local experience of disasters and disaster management.

PUBLIC AWARENESS

Public Awareness Strategy

To inculcate risk avoidance behavior by all stake holders, public awareness campaigns aimed at raising consciousness about disaster risks will provide information on how to reduce vulnerability and exposure to hazards. These campaigns will include:

- Organized and planned awareness programmes
- Imbizo meetings
- Annual recognition and celebration of World Disaster Risk Reduction Day
- Rewards, incentives, competitions and recognition schemes to enhance awareness of and participation in risk reduction activities
- Dissemination of information to all role players

3.3.13 PRIORITY 12: ENVIRONMENT

CLIMATE

The mean minimum annual temperature in Dihlabeng ranges between -1^0 C to 10^0C, and the maximum annual temperatures for Bethlehem, the main town in the DLM range from 30^0C in winter to 300C in summer, with the lowest temperature recorded between 1961and 1990 being 80C (June) and the highest being 400C (January) (SAWS, 2007).

Rainfall in DLM is strongly seasonal, with most rain occurring as thunderstorms during summer period. The rainy season in Dihlabeng runs from October to March. The average annual precipitation ranges from 540 to 1142 mm per annum. The average maximum rainfall per month is 96mm while the minimum is 7mm, and this is recorded in the dry season between April and September. The average rainfall in the area supports cultivation and as a result 48% of the region is currently under cultivation.

LAND COVER

There are over 20 land cover types in Dihlabeng Local Municipality. The largest land cover type is unimproved natural grassland which covers just over half of the total area of DLM. Commercial dry land cultivation is the second largest land cover type followed by urban/build up areas and irrigated agriculture.

TOPOGRAPHY

The elevation in DLM varies between 1400 and 2600 meters above sea level, with the highest parts being in the central and south eastern parts of the municipality. Large parts of the DLM mainly in the southern and central parts of the municipality have a slope greater than 7% and this correspond with the area of ridges. The aspect, through its influence on solar heating, air temperature and moisture, affects vegetation and aspects distribution.

GEOLOGY

The geology of DLM is dominated by the Molteno formation. The Tarkastad subgroup also occurs and is largely found in the north eastern part of DLM. The Drakensburg and Clarens formations occur in south west, the central and south eastern part of DLM. DLM is underlain by andesitic lava of the Drakensburg formation and this occurs in association with mudstones, shale and sandstone of the Clarens formation, molten formation and Elliot formation Dykes and sills resulting from dolerite intrusions also occur in the area. Alluvium occur in some drainage channels and talus (coarse alluvium) on some steep hill slopes (Department of Rural Development and Land

Reform, 2009). In some areas e.g. Clarens colluvium is moderately expansive/shrinking (Blight, 2005). Construction techniques and this increases construction cost and has implications for development.

No significant mineral deposit have been found or are being exploited in DLM. Gravel mining and sandstone cutting are the main mining activities in DLM. Mudstone is utilized for brick manufacturing. Due to the geology of the area, ground water is an important resource in DLM. It is pumped for use in agriculture and for human consumption. The water quality is generally high, containing less than 30mg /me of dissolved solids (Bosch, 2001). The Elliot formation is characterized by vertebrate fossils and fossils occur widely in DLM. The occurrence of fossils has implications for excavation and mining activities, which have to take into consideration impact on fossils.

ECOLOGY

The DLM falls within the grassland biome. The grassland biome in the Free State is home to arrange of species of flora and fauna, some of which are Red Data listed such as the Grey Crowned Crane, Cape Vulture and Blue Crane (River Health Programme, 2003). The south east part of Eastern Mountain Biodiversity Hotspot (the Maloti – Drakensburg Mountains biodiversity hotspot (MDTP) and the Golden Gate Highlands National Park. Globally significant plant and animal biodiversity occurs in the area. The area is also an important water catchment for Lesotho and South Africa. The area provides habitat for a range of specialized floral and faunal species with up to 300 endemic and about 500 near endemic flowering plant species (MDTP).

In DLM, the Eastern Free State Sandy Grass Land vegetation around Bethlehem is threatened by human activities. Climate change and pollution also threatens biodiversity. The riverbanks in Dihlabeng host a unique vegetation type known as 'riparian bush' or 'gallery bush'. This vegetation is distinctive to the Free State and North West provinces. Riparian bush generally consist of indigenous trees and dense undergrowth although alien vegetation such as poplar and blue gum trees can also occur. Some of the indigenous trees which occur in riparian areas are White Stinkwood (Celtis Africana), Wild Olive (Olea Africana), Buffalo Thorn (Ziziphus mucronata), Sweet Thorn (Acacia Karoo) and River Bush Willow.

AIR POLLUTION

There is no air quality monitoring in DLM SDF (2008/2009) notes that smoke pollution mainly from cooking fires and veld fires creates a potential health hazard in the municipality. Due to the prevalence of agricultural activities which include tillage and crop spraying in the area, it is anticipated that airborne dust and agricultural chemicals could be a concern in the area.

ENVIRONMENTAL CONCERNS FOR DLM

Most of the land area of DLM is covered by grassland. The Dihlabeng environment, due to its endangered vegetation is mostly sensitive. In addition to vegetation, sensitive areas in Dihlabeng also include riparian areas, dams, ridges and wetlands. The environment in Dihlabeng is generally in a good condition; however, injudicious subdivision of land for change in use or land redistribution can lead to mismanagement of land and inefficient use of resources.

The major challenges that are being experienced with regard to environmental conservation in Dihlabeng are:

Silting-up of dams;

Smoke pollution (mainly fires for cooking purposes eg Coal, Gas, and veld fires) creates a potential health danger and also has an influence on the ecosystem;

The lack of proper sanitation poses a serious threat of pollution of underground and surface water which in turn influences health;

Littering;

Overgrazing and erosion; and Vegetation is currently being depleted at a rapid rate for fire wood.

These factors have negative effects on the environment itself and are also detrimental to tourism and economic growth. Land management by emerging farmers in the area is also concern. The emerging farmers do not currently receive any guidance or training in terms of soil conservation and there is a need to provide them with training. In DLM, riparian areas are valuable for tourism however such areas are sensitive. The EMF for Dihlabeng should take cognisance of current, planned and potential economic activities in riparian areas. Economic development initiatives should balance economic development and conservation. Some of the conservation activities would directly enhance sectors such as tourism ventures based on conservation of natural resource.

TABLE 75: MAIN LAND COVER TYPES WITHIN DLM

LAND USE	TOTAL HECTARES	%
Grassland, thicket bush land and rock	244309	51.39
Cultivated land	2230057	46.92
Conservation	4345	0.91
Residential	2922	0.61
Forestry	701	0.15
Subsistence farming	64	0.01
Mining	22	0.005

Source: Dihlabeng Local Municipality Spatial Development Framework Review 2013

TABLE 76: CONSERVATION AND PROTECTION OF VEGETATION TYPES

VEGETATION TYPE	CONSERVATION STATUS	BIOME	GROUP	BIOREGION	PROTECTION STATUS	AREA KM	AREA%
Basotho Montane Shrubland	Vulnerable	Grassland Biome	Mesic Highveld Grassland Bioregion	Mesic Highveld Grassland Bioregion	Poorly protected	359.29245	7.578563
Eastern Free State Clay Grassland	Endangered	Grassland Biome	Mesic Highveld Grass and Bioregion	Mesic Highveld Grass and Bioregion	Hardly protected	1626.74958	34.31306
Eastern Free State Sandy Grassland	Endangered	Grassland Biome	Mesic Highveld rass and Bioregion	Mesic Highveld Grass and Bioregion	Poorly protected	2308.23085	48.68756
Eastern Temperate Freshwater Wetlands	Least threatened	Azonal Vegetation	Fresh water Wetlands	Fresh water Wetlands	Poorly protected	10.43328	0.220069
Lesotho Highland Basalt Grassland	Least threatened	Grassland Biome	Drakensberg Grassland Bioregion	Drakensberg Grassland Bioregion	Hardly protected	254.99285	5.37857
Northern Drakensberg Highland Grassland	Least threatened	Azonal Vegetation	Drakensberg Grassland Bioregion	Drakensberg Grassland Bioregion	Well protected	179.09749	3.777707
Northern Free State Shrubland	Least threatened	Azonal Vegetation	Mesic Highveld Grass and Bioregion	Mesic Highveld Grass and Bioregion	Not protected	2.10798	0.044464
Grand Total							4740.90448

Table 77: IMPLEMENTATION OF THE SUSTAINABLE ENVIRONMENTAL PRACTICES.

KPAs / KRAs	ACTIVITIES/ KEY OUTPUTS?	WHAT ARE YOUR ACHIEVEMENTS?	WHAT WERE THE CHALLENGES?
Support Environment Planning & Management in Municipalities s	Facilitate the inclusion/consideration of environmental planning and programmes in the IDP during the draft process.	Ability to form part of the interested and affected parties during public hearings as well as comment on EIA processes. Development of a Draft standard Air quality management by- law. The environmental officer working with the horticulture to take the tree planting policy to the council. All Environmental related by-laws were drafted and have gone through the public participation processes, awaiting policy committee to sit and endorse the by-laws.	The municipality to Priorities Environmental Programmes and initiatives.
Facilitate and coordinate environmental capacity building and awareness initiatives	Identify environmental capacity gaps within the municipalities in line with the DEA	The environmental officer helped to identify the environmental awareness calendar days that need to be celebrated in the municipality.	
	Facilitate capacity building initiatives for the municipalities	Environmental officer together with new service provider for landfill site helped the waste pickers to register the company with SEDA which will be used for recycling around Bethlehem and will be extended to other units around Dihlabeng LM.	
	Facilitate and coordinate environmental education and awareness programmes	Environmental officer together with department of environmental affair, Clean Heat, HMP consulting and Working on fire conducted an education awareness to the community of DLM regarding protection of wetlands. Environmental officer together with Department of Environment, Forestry and Fisheries through the Good Green Deeds (Thuma Mina) project where 51 beneficiaries were temporarily appointed othes for 3 months and other 2 years. Dihlabeng Local Municipality also entered into a Memorandum of Understanding by appointing one Trainee for a period of three years. Responsibilities and functions include clean-up of Illegal dumping sites, Education and awareness to the community.	

		Environmental officer together with Disaster officer continue to conduct environmental educational awareness as per the SDBiP requirement.	
Facilitate and coordinate environmental governance processes and forums/structures	Participate in the relevant municipal planning forums and Structures; e.g. LET,IDP,	DIHLABENG ENVIRONMENTAL ADVISORY COMMITTEE Environmental officer established an advisory committee with DEA officials, to celebrate any Environmental Calendar Days.	
Support the implementation of Environment EPWP projects for DEA- EPIP	Assist Municipalities and EPIP (Environmental Protection and Infrastructure Programme) with the initiation process of projects.	The environmental officer communicated with senior official from department of environmental affair in head office Pretoria regarding the EPIP project available for municipality. The projects for 2019/2020 include Thuma Mina Good Green Deeds, Clean Heat, Youth Environmental Coordinator and Rand Water (Working for water)	
Conduct environmental sustainability monitoring in municipalities	Support water department in collection of water samples	Environmental Officer takes water samples in any water resource as and when needed or in case of any emergency incidents occurs.	

TABLE 78: DLM AGGREGATE LAND AREA IN EACH CONSERVATION STATUS CATEGORY

CONSERVATION STATUS	AREA KM	AREA%
Endangered	3934.98043	83.00062671
Vulnerable	359.29245	7.578563363
Least Threatened	446.6316	9.42080993

3.3.14 PRIORITY 13: SOCIAL SERVICES AND COMMUNITY PROFILE

3.3.14.1 SOCIAL WELFARE

Background and Problem Statement

Schedule 4 Part of the Constitution of the Republic of South Africa affirms the commissioning of the Welfare Services to be the responsibility of both National and Provincial Spheres of government The DLM in an effort to bring about improved quality of life and sustainable development to all its citizens through Welfare Services is responsible for coordination and provision of support to the Free State Department of Health and Social Services and the National Department of Social Development in fulfilling their mandate.

Issue of poverty, malnutrition, grant administration, gender, disability, child protection, youth development, pensioners, orphans and the homeless are some of the key areas of work located within Welfare Service.

HIV and AIDS

The HIV/AIDS pandemic and its impact on society in general remains a single principal factor with huge effect on the work of the Welfare Service Sector. It is estimated that from 2006 about 1500 died because of the epidemic.

Many factors contribute to the spread of HIV; these include: poverty; inequality and social instability; high levels of sexually transmitted infections; the low status of women; sexual violence; high mobility (particularly migrant labour); limited and uneven access to quality medical care; and a history of poor leadership in the response to the epidemic.

Women aged between 30 and 34 and males aged 35 to 39 had the highest infection rates: 36% of females and 28.8% of males in these respective age groups contracted HIV. But the rate at which new HIV infections are acquired, or the HIV incidence rate, is a concern, with the HIV incidence rate among females aged 15 to 24 being more than four times higher than the incidence rate found in males in this group. Among the teenage population, the difference between the HIV prevalence between girls and boys is even higher: girls have eight times the infection rate of their male counterparts. The Dihlabeng Local Municipality is active in conducting awareness workshops together with Department of Health and other stakeholders.

Protection of Children: new phenomenon which has become evident particularly in DLM relating to the Welfare is that of 112 registered for Children living on the streets. This phenomenon is indicative of the breakdown in the family system that manifest itself in the public. These increasing numbers requires that certain interventions such as building of places of safety for children be established. These institution would ensure the protection of children's rights in a safe environment as well as ensuring the schooling thereof. This intervention however requires a multi-disciplinary approach.

Protection of the Elderly: Pay points for pensioners and other grants in the area are generally easily accessible. However, progress have been made in addressing this challenge through payment at participating Super markets and ATM's. These centers continue to amongst others to provide services to these elderly persons with close proximity.

People with Disability: Within DLM, the availability of stimulation centers is very limited and this result in public ignorance to people with disability and special persons such as persons are open to abuse and stigma attached to those who are disabled especially amongst school going children. This requires that the awareness and empowering session should continuously be arranged.

TABLE 79: TYPES OF SOCIAL GRANTS

GRANT TYPE	BETHLEHEM	FOURIESBURG	CLARENS	PAUL ROUX	ROSENDAL
Old Age	3329	1018	306	107	268
Disability	3914	368	154	269	153
Foster Care	1095	291	56	99	52
Grant in Aid	56	0	0	1	0
Care Dependency	230	11	6	4	16
Child Support	14 412	3846	1256	897	1008

TABLE 80: TYPES OF DISABILITY

DISABILITY	MALE	FEMALE
Sight	392	422
Hearing	288	163
Communication	200	29516
Physical	2 420	2 057
Intellectual	108	122
Emotional	352	416
Multiple disabilities	169	417
No Disability	46 214	50
N/A Institution	1 704	2 092

3.3.14.2 EDUCATION PROFILE

TABLE 81: STATS FROM CENSUS 2011 AND 2016 COMMUNITY SURVEY WITHIN LOCAL MUNICIPALITIES

EDUCATION		
	2011	2016
Municipality	Person aged 20+ years who have completed grade 12	Person aged 20+ years who have completed grade 12
Setsoto	19 908	25 057
Dihlabeng	**28 285**	**36 938**
Nketoana	9 334	13 754
Maluti a Phofung	64 407	76 033
Phumelela	7 130	8 321
Mantsopa	9 204	12 880
Thabo Mofutsanyana	137 268	172 983

Statssa, Census 2011 and Community Survey 2016.

TABLE 82: STATUS OF EDUCATION PER WARD

WARD	NO SCHOOLING		SOME PRIMARY		COMPLETED PRIMARY		SOME SECONDARY		GRADE 12		HIGHER		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
1	107	178	634	733	107	120	820	929	639	613	234	342	2541	2915
2	95	138	525	591	99	102	678	811	505	519	155	222	2057	2384
3	81	95	596	603	113	112	662	830	794	868	505	642	2750	3150
4	99	217	705	810	129	183	928	1112	598	580	109	134	2569	3037
5	120	223	640	679	142	145	747	868	426	419	16	24	2092	2358
6	164	281	733	777	138	161	919	995	621	702	187	190	2763	3106
7	85	172	609	694	112	139	840	901	428	462	119	164	2193	2533
8	107	128	623	642	130	157	880	157	607	556	151	197	2498	2709
9	36	40	202	244	56	51	333	51	284	365	206	238	1117	1373
10	46	50	282	286	58	48	314	48	541	583	433	539	1673	1805
11	416	568	1442	1361	276	254	1182	254	579	543	128	120	4023	4093
12	352	549	1412	1650	293	322	1059	322	395	384	67	68	3579	4357
13	66	140	491	606	77	101	405	101	164	210	47	62	0	1625

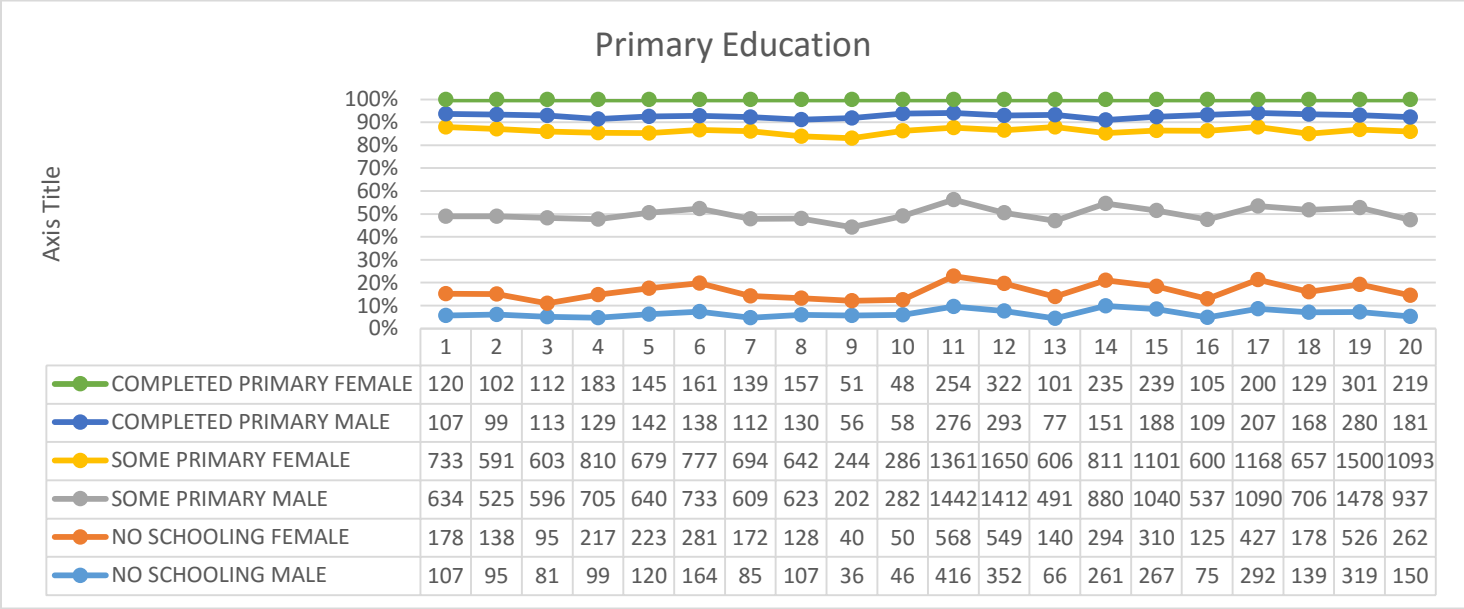
14	261	294	880	811	151	235	712	235	329	295	135	145	2468	2608
15	267	310	1040	1101	188	239	811	239	273	282	111	128	2690	2999
16	75	125	537	600	109	105	805	105	691	614	205	286	2424	2618
17	292	427	1090	1168	207	200	870	200	367	351	73	88	2899	3280
18	139	178	706	657	168	129	873	129	823	856	525	543	3233	3226
19	319	526	1478	1500	280	301	1749	301	795	884	118	179	4739	5252
20	150	262	937	1093	181	219	919	219	592	594	156	196	2935	3468
TOTAL	**3878**	**4901**	**15 563**	**16 606**	**3014**	**3323**	**16 506**	**3323**	**10 451**	**10 679**	**3682**	**4510**	**52 493**	**58 897**

Statssa: Census2011

TABLE 83: STATUS ON PRIMARY EDUCATION LEVEL

Colored Code	%	%
Green - Female - Completed Primary	100%	99
Blue - Male - Completed Primary	91%	92
Yellow - Female - Some primary	80%	89
Grey - Male some - Primary	50%	58
Brown - Female - No schooling	10%	21
Light blue - Male - No schooling	0%	10

GRAPH 13: STATUS OF EDUCATION *(PRIMARY EDUCATION)*



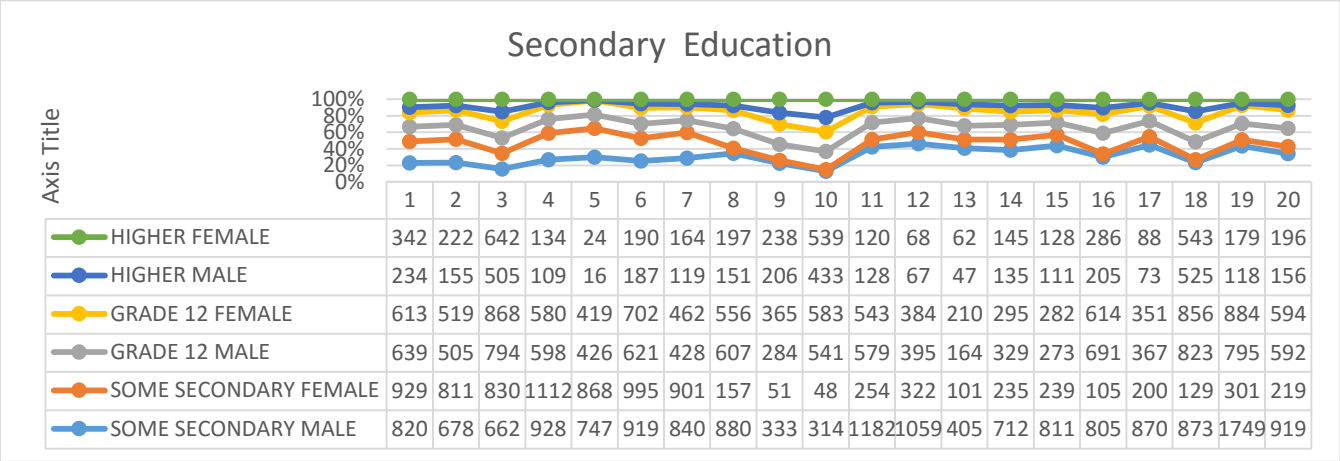
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
COMPLETED PRIMARY FEMALE	120	102	112	183	145	161	139	157	51	48	254	322	101	235	239	105	200	129	301	219
COMPLETED PRIMARY MALE	107	99	113	129	142	138	112	130	56	58	276	293	77	151	188	109	207	168	280	181
SOME PRIMARY FEMALE	733	591	603	810	679	777	694	642	244	286	1361	1650	606	811	1101	600	1168	657	1500	1093
SOME PRIMARY MALE	634	525	596	705	640	733	609	623	202	282	1442	1412	491	880	1040	537	1090	706	1478	937
NO SCHOOLING FEMALE	178	138	95	217	223	281	172	128	40	50	568	549	140	294	310	125	427	178	526	262
NO SCHOOLING MALE	107	95	81	99	120	164	85	107	36	46	416	352	66	261	267	75	292	139	319	150

Data Source: Statssa: Census2011

TABLE 84: STATUS ON SECONDARY EDUCATION LEVEL

Colored Code	%	%
Green - Female - Higher Completed	100%	99%
Blue - Male - Higher Completed	80%	100%
Yellow - Female - Grade 12	60%	100%
Grey - Male some - Grade 12	38%	80%
Brown - Female - Some secondary	11%	50%
Light blue - Male – Some secondary	10%	49%

Graph 14: STATUS OF EDUCATION (SECONDARY EDUCATION)



	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
HIGHER FEMALE	342	222	642	134	24	190	164	197	238	539	120	68	62	145	128	286	88	543	179	196
HIGHER MALE	234	155	505	109	16	187	119	151	206	433	128	67	47	135	111	205	73	525	118	156
GRADE 12 FEMALE	613	519	868	580	419	702	462	556	365	583	543	384	210	295	282	614	351	856	884	594
GRADE 12 MALE	639	505	794	598	426	621	428	607	284	541	579	395	164	329	273	691	367	823	795	592
SOME SECONDARY FEMALE	929	811	830	1112	868	995	901	157	51	48	254	322	101	235	239	105	200	129	301	219
SOME SECONDARY MALE	820	678	662	928	747	919	840	880	333	314	1182	1059	405	712	811	805	870	873	1749	919

Data Source: Statssa, Census 2011

TABLE 85: SCHOOLS IN DIHLABENG

UNIT	TYPE OF SCHOOL						
	Primary	Secondary	Combined	Private	Intermediate	Farm Schools	
Bethlehem	8	5	1	6	2	?	
Fouriesburg	2	1				?	
Clarens	2	1		1		?	
Rosendal	2	1				?	
Paul Roux	2	1				?	
TOTAL						?	

3.3.14.3 HEALTH

TABLE 86: HEALTH PROFILE (HOSPITALS)

TYPE OF FACILITY	BETHLEHEM	CLARENS	PAUL ROUX	FOURIESBURG	ROSENDAL
Public Hospitals	**BETHLEHEM REGIONAL HOSPITAL:** renders a 24 hour level 2 service • 140 Beds • Operation Theater • Service available • Casualty units • Pediatrics • Internal medicine/Surgery • Orthopedic surgery • Gynecology • Maternity services **PHEKOLONG DISTRICT HOSPITAL:** renders a 24 hour level 1 service • 100 beds • Operating Theater • Casualty • Pediatrics • Internal medicine • Maternity service	None	None	None	None
Private Hospitals	2	None	None	None	None

HEALTH PROFILE (CLINICS)

NATURE	BETHLEHEM	CLARENS	PAUL ROUX	FOURIESBURG	ROSENDAL
Clinics	**4 Clinics:** • Mphohadi • Bohlokong • Bethlehem • Bakenpark	1Clinic Itumeleng	1 Clinic	1 Clinic Reitumetse	1 Clinic Relebohile
Operating hours	07:30-16:00 week days	07:30-16:00 week days	07:00-16:00 week days	07:00-16:00 week days	07:00- 16:00 week days
Mobil clinics	**2** mobile clinic serving rural areas around Bethlehem	1 Mobile clinic	None	1 Mobile clinic	Mobile clinic serving both Paul Roux and Bethlehem is also serving Rosendal
School health services	The schools in Dihlabeng Local Municipality are served by a school health nurse and assistant according to target group				
Oral Health Clinic	An Oral health clinic is in Bethlehem outreach teams visit the towns of Clarens, Paul roux, Fouriesburg and Rosendal				
Factors affecting population change, such as Fertility, Mortality and Migration	?				
Analysis on Health Status.	?				

3.3.14.4 TABLE 87: CHURCH PROFILE

NATURE	FORMAL CHURCHES	INFORMAL CHURCHES	TOTAL
Bethlehem/Bohlokong	40	49	89
Clarens/Kgubetswana	6	7	13
Paul Roux	4	6	10
Fouriesburg	5	3	8
Rosendal	13	12	25
TOTAL	4	6	10

3.3.14.5 TABLE 88: GOVERNMENT/ SECTOR

UNIT	POLICE STATIONS(SAPS)	DEPARTMENT OF JUSTICE	TRAFFIC DEPARTMENT	DEPARTMENT OF SOCIAL DEVELOPMENT	DEPARTMENT OF EDUCATION	DEPARTMENT OF AGRICULTURE & RURAL DEVELOPMENT
Bethlehem/Bohlokong	3	1	2	2	1	1
Fouriesburg/Mashaeng						
Paul Roux/Fateng tse Ntsho	1		1			
Clarens/Kgubetswana	1					
Rosendal/Mautse	1					
TOTAL						

3.3.15 PRIORITY 14: LOCAL ECONOMIC DEVELOPMENT (LED)

SMME, AGRICULTURE, TOURISM AND TRANSPORT DEVELOPMENT

Local Economic Development (LED) is an approach to a sustainable economic development that encourages residents of local communities to work together to stimulate local activity that will result in an improvement in the quality of life for all in the local community. This is important as Local Economic Development ensures that people become self-sufficient and not rely on various social grants. This is achieved by ensuring that a conductive environment for trade and investment is achieved. The advancement of LED serves as the drive for rooting employment creation by building on the comparative advantages that the municipality has in its disposal, this takes into account the inclusion of the private sector, where government meets the private sector to drive economic upliftment opportunities.

In order for LED unit to be fully functional and overcome challenges that can ensure support and meet the basic needs of the business minded individual, there needs to a greater understanding of its mandate to serve the public and not be seen as a lessor priority. At times LED is mistaken for a funding scheme but at the same time it is important to note that the majority of our community is unable to source funding due to their economic background and limited resources; this is where the LED Directorate comes in, where the aim is to bridge the gap for those who inspire people to create sustainable employment for other community members. As much as people are suitably identified by the municipality in terms of support and development, the performance of LED is subject to the availability of funds, as municipal coffers need to pay all services in due course so that funds become available.

The lack of support for the LED Directorate is clearly visible in the different units of Dihlabeng Local Municipality. The challenges range from the shortage of upliftment projects that the community needs in order to be self-sufficient and the finalization of projects that can create greater levels of employment for the needy.

Proposals that need to be pursued per unit are as follows:

- The development of modern and up to date Hawker by-laws and policies and a Hawker's centre that can assist community members, to sell and be self –sufficient but at the same time be in line with Council regulations.
- The development of a Local Business Support Centre, shall allow for aspiring business people within the region to obtain direct access to trainings, funding institutions etc.
- The establishment and development of an Agro processing plant that will process perishable goods from the local community.
- The development of an investment and attention strategy that will create a conducive economic environment for the Groenvoerlande, Bethlehem Industrial Area.
- The development of proper market linkages that will allow SMME's to support each other and become sustainable.
-

LED SITUATION IN DLM

- **Rosendal/Mautse:** Rosendal has a serious shortage of job opportunities and there needs to be a strong drive towards projects that shall help the community be self-reliant and at the same time allow for the community to ensure that basic minimum needs are met and money circulates within the region.
- **Clarens/Kgubetswana:** Clarens has seen a lot of development initiatives for the area but at the same time continuous support and assistance must be maintained in order to ensure growth and a way forward; and the need to finalize outstanding projects for the town.

  Fouriesburg/Mashaeng: Mashaeng is the second biggest town outside Bethlehem and the greatest needs in terms of support and development for the area is a clear need for the town to the self-sufficient,

- where it has its own services and there is no need for the community to travel all the way to Bethlehem for services such as banking and the area needs to be supported so that there is the establishment of a shopping store (e.g. Boxer store, Shoprite: U Save and etc. What is important is the close proximity of the town to Lesotho, where a lot of people from that country visit South Africa for shopping purposes.
- **Paul Roux/Fateng tse Ntsho**
  The situation for Paul Roux is similar to Rosendal and these communities need serious attention in order to alleviate poverty and other social skills.
  Bethlehem/Bohlokong
- The town is the main economic hub of the Dihlabeng region. The majority of developmental initiatives come from this particular area of the municipality, there is still a need for the town to develop a number of economic driving initiatives that will also foster the development of all the unit towns.

TABLE 89: MANAGEMENT AND PLANNING FRAMEWORK

Requirement in terms of the simplified IDP framework	Status
LED Strategy	• To be reviewed • Economic Development Framework of the municipality is currently guided by Integrated Economic Development Framework.
SDF Framework	• The economic growth nodes and priorities identified in the SDF guide the formulation of economic policies and strategies of the municipality.

LED Organogram

The following posts on the organogram are currently vacant:

1. Secretary
2. Director: LED
3. Administration Officer
4. 1 X Aerodrome Development Officer
5. 2 x Business Development Officer
6. 4 x LED Development Officer
7. Manager: Agriculture and Rural Development
8. 1 x Agricultural Coordinator
9. 1 x Agricultural Coordinator
10. 1 x Rural Development Coordinator
11. 1 x General Worker/Driver
12. Manager: SMME Development
13. 2 x SMME Development Officer
14. 1 x Admin Clerk for Kgwebong Centre
15. 2 x Slalom Canoeing Instructors

FIGURE 5: LED STRUCTURE

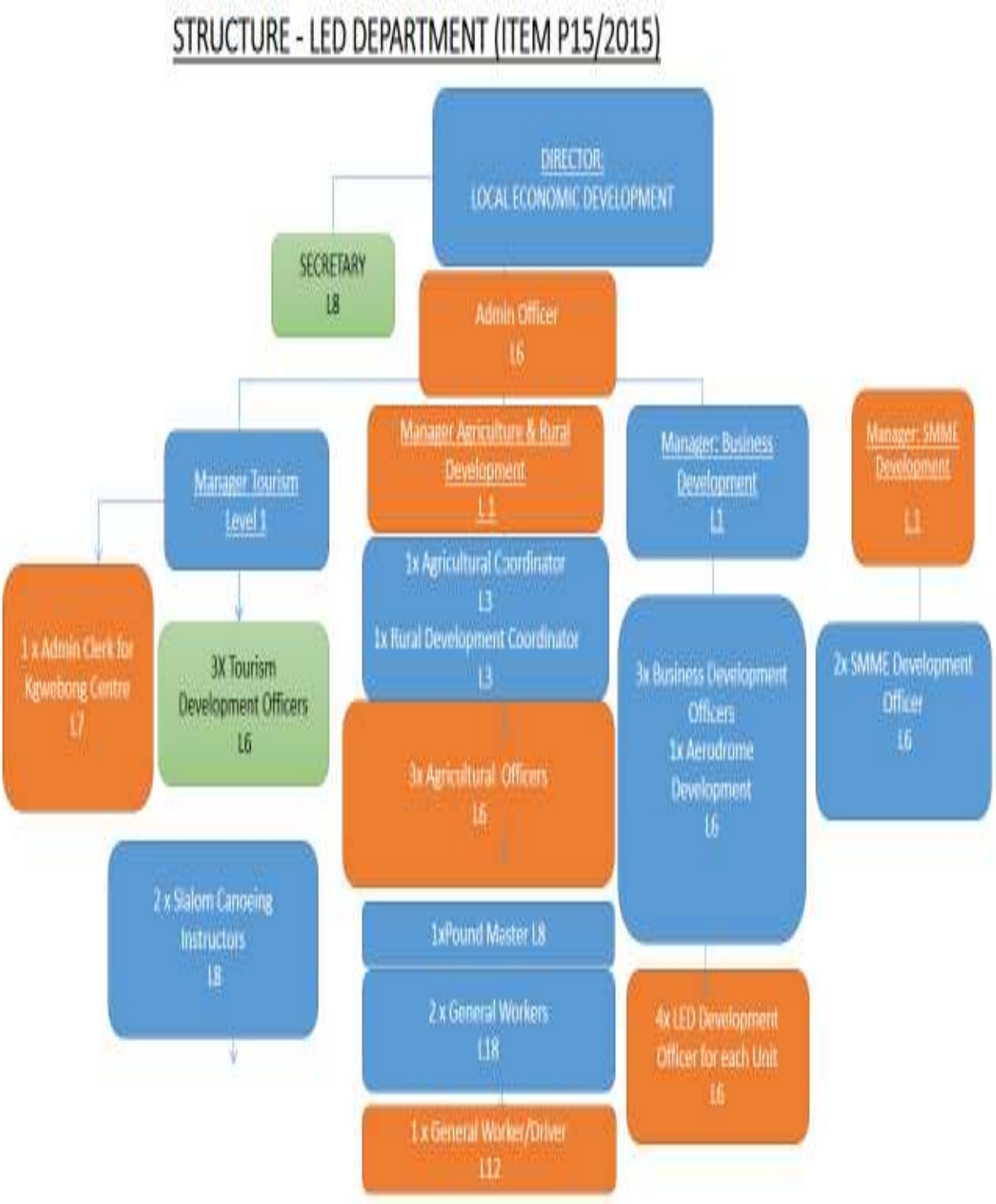


TABLE 90: LED BUDGET BY VOTE

VOTE NO.	DESCRIPTION	AMOUNT
1045/05/1/01/0020/	OVERTIME	2 762,00
1045/05/1/01/0030/	TELEPHONE ALLOWANCE	12 864,00
1045/05/1/01/0035/	RELIEF PAYMENT	99 947,00
1045/05/1/01/0040/	REDEMPTION OF LEAVE	162 873,00
1045/05/1/01/0060/	SALARIES & WAGES BASIC	1 926 040,00
1045/05/1/01/0065/	STANDBY ALLOWANCE	38,00
1045/05/1/01/0070/	VEHICLE ALLOWANCE	363 072,00
1045/05/1/03/0010/	INDUSTRIAL COUNCIL LEVY	187,00
1045/05/1/03/0015/	INSURANCE UNEMPLOYMENT	9 566,00
1045/05/1/03/0020/	MEDICAL AID SCHEME	52 740,00
1045/05/1/03/0030/	PENSION FUNDS	64 171,00
1045/05/1/09/0780/	ENTERTAINMENT EXPENSES	2 939,00
1045/05/1/09/2730/	PRINTING & STATIONERY	38 457,00
1045/05/1/09/3326/	SPECIAL PROJECTS LED	3 970 000,00
1045/05/1/09/3625/	TRAVELLING & SUBSISTENCE	180 039,00
1045/05/1/32/0005/	DEPRECIATION ON CRR ASSETS	65 133,00
1045/10/1/01/0005/	ANNUAL BONUS	92 560,00
1045/10/1/01/0010/	HOUSING SUBSIDY	7 718,00
1045/10/1/01/0015/	OTHER ALLOWANCES	445,00
1045/10/1/01/0020/	OVERTIME	2 768,00
1045/10/1/01/0025/	LONG SERVICE BONUS	18 191,00
1045/10/1/01/0035/	RELIEF PAYMENT	94 896,00
1045/10/1/01/0060/	SALARIES & WAGES BASIC	1 527 283,00
1045/10/1/01/0065/	STANDBY ALLOWANCE	522,00
1045/10/1/03/0010/	INDUSTRIAL COUNCIL LEVY	653,00
1045/10/1/03/0015/	INSURANCE UNEMPLOYMENT	12 745,00
1045/10/1/03/0020/	MEDICAL AID SCHEME	153 677,00
1045/10/1/03/0030/	PENSION FUNDS	275 479,00
1045/10/1/09/0990/	FUEL & OIL	75 347,00
1045/10/1/09/3585/	TRANSPORT	13 583,00
1045/10/1/28/0740/	GENERAL MAINTENANCE	27 950,00
1045/10/1/32/0005/	DEPRECIATION ON CRR ASSETS	1 570,00
1045/10/2/36/1715/	SALES/POUND	-87 146,00
1045/15/1/09/3625/	TRAVELLING & SUBSISTENCE	44 728,00
1045/15/1/28/1210/	MACHINERY & EQUIPMENT	189 058,00
1045/15/2/36/1760/	LED SUNDRY (FESTIVALS)	-187 453,00
1045/20/1/01/0005/	ANNUAL BONUS	95 075,00
1045/20/1/01/0010/	HOUSING SUBSIDY	22 512,00
1045/20/1/01/0015/	OTHER ALLOWANCES	1 905,00

1045/20/1/01/0030/	TELEPHONE ALLOWANCE	6 432,00
1045/20/1/01/0035/	RELIEF PAYMENT	147 469,00
1045/20/1/01/0060/	SALARIES & WAGES BASIC	1 530 688,00
1045/20/1/01/0065/	STANDBY ALLOWANCE	150,00
1045/20/1/01/0070/	VEHICLE ALLOWANCE	123 205,00
1045/20/1/03/0010/	INDUSTRIAL COUNCIL LEVY	653,00
1045/20/1/03/0015/	INSURANCE UNEMPLOYMENT	12 984,00
1045/20/1/03/0020/	MEDICAL AID SCHEME	135 792,00
1045/20/1/03/0030/	PENSION FUNDS	275 928,00
1045/25/1/09/2800/	PROMOTION AND MARKETING	450 000,00
1045/25/1/32/0005/	DEPRECIATION ON CRR ASSETS	6 851,00

3.3.15.1 SMALL MEDIUM ENTERPRISE (SMME's)

There is ample potential for smaller industries in Dihlabeng, especially SMME's and with proper planning this may become a thriving industry with the potential to create many employment opportunities. This potential will, however, need pro-active intervention from both the public and private sector in order to encourage industrialists and entrepreneurs to invest in the area. There is therefore a need for a dedicated industrial retention and regeneration strategy.

Theory has it that industrial growth and the development of a local economy can be achieved by way of one or a combination of the following strategies:

- an increase in downstream processing and the export of such products
- import replacement
- maintaining the market share (goods manufactured locally)

The contribution of the small, medium and micro enterprise (SMME) sector to GDP and employment indicates the limited role that this sector is playing in the South African economy. Small and medium enterprises contribute less than half of total employment, 30% of total GDP and one out of five units exported. To address some of the problems with SMME development, it was decided to merge Ntsika and NAMAC into the Small Enterprise Development Agency (SEDA). SEDA is engaging with the provinces to establish a joint working relationship to stimulate small business development. Trade Point South Africa, which seeks to provide local-based support to SMME's to promote exports, has reached an agreement with SEDA to make use of SEDA's local infrastructure to provide these services in the Free State (including Dihlabeng).

When considering the first point, the potential exists for Dihlabeng to stimulate the Manufacturing sector by adding value (processing) to raw products produced in the Agriculture sector. Good examples would include the production of bread (from the maize and wheat in the area), or at least the milling of these crops.

Other manufacturing opportunities that have been identified in Dihlabeng include:

- Expansion of Agro-processing activities and the export market
- Expansion of agro-tourism products (organic farming)
- Biotechnology: development and testing of micro-organisms
- Value adding and packaging (ideal for SMMEs)
- Leather tannery – opportunity for linkages with motor manufacturing industries in Gauteng.

Development Constraints

The following constraints to development in the Manufacturing sector of Dihlabeng have been identified.

a) Small base

The Manufacturing sector of Dihlabeng is fairly concentrated (in the Food and Beverage sector) and in need of diversification. This has negative implications for local production and market share. Diversification can expand the market share of local industries. The Primary sector of Dihlabeng is believed to contain many diversification opportunities for local manufacturers. This relates particularly to the beneficiation and value addition of local raw materials and produce from the Agriculture sector.

b) Lack of industrial incentives

Dihlabeng does not currently attract new industrial plants or SMMEs in this sector through the provision of development incentives. This strategy of investment attraction is very popular in the USA, while local authorities in South Africa are starting to catch on. Dihlabeng is therefore at a disadvantage when compared to other municipalities that provide industrial and trade investment incentives to prospective investors.

c) Competitive spatial disadvantages

The Dihlabeng Manufacturing sector has a spatial disadvantage in relation to the larger industrial areas of the neighbouring Maluti-a-Phofung LM (e.g. Tshiame and Phuthaditjhaba).

d) Leakage of buying power

Increasing the total number of jobs in Dihlabeng can either be achieved by expanding the export base, or through import substitution (i.e. buying local rather than from outside). At present, no conscious efforts are in place to promote these two strategies. Manufacturing interests buy most of its inputs from outside the Municipal boundary, causing a net outflow of capital. The implication of this is a decline in the total number of job opportunities.

To summarise, the Manufacturing sector in Dihlabeng is currently growing, but this is not believed to be fully sustainable over the long term, because it is still too small to attract more industries, while the regional competition is strong. There are little incentives for industrialists to locate to the area. With sound planning, government and private sector intervention and a range of other initiatives, this situation can be reversed.

Trade in Dihlabeng

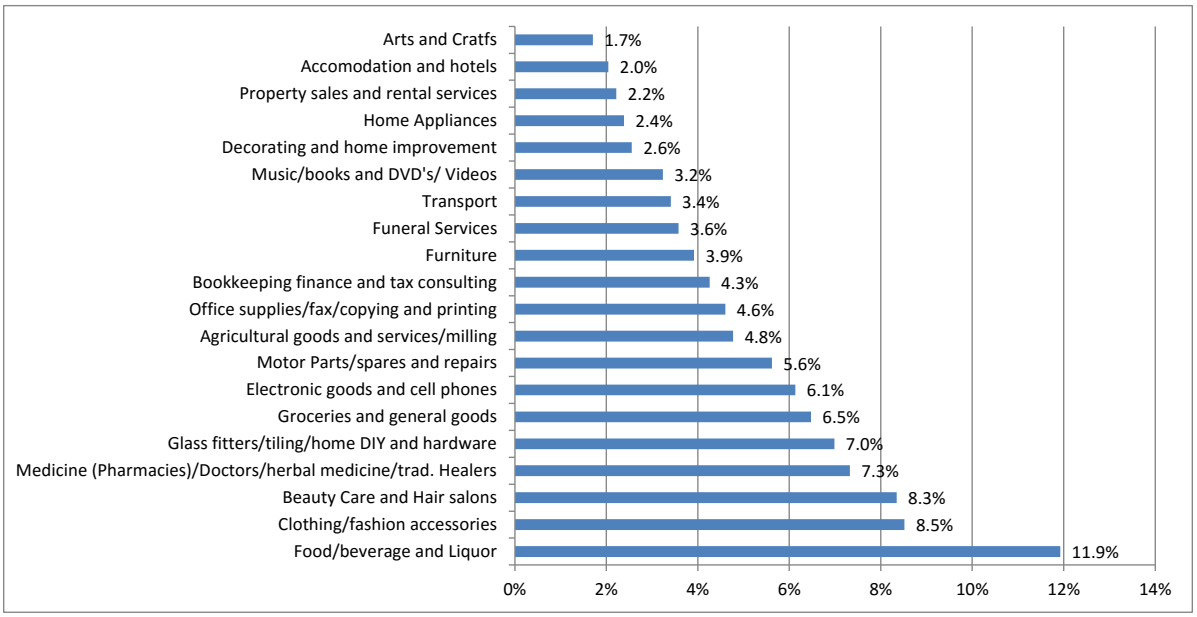
The local Trade sector contributed 18.4% to the municipal GDP in 2010. During the period 2004 to 2009, the local Trade sector grew by 4.5% on average per annum. From this it is evident that the Trade sector in Dihlabeng experienced the second highest growth rate during this period.

Disposable Household Income

Trade is a derived activity that is dependent on the success of the Primary and Secondary sectors, as well as on household income levels.
The Formal Business Survey:

From this profile it is evident that the largest group of businesses in the municipal area are involved primarily with the procurement and sale of food-related (11.9%) products. This group is followed by businesses which trade in clothing, fashion and textile (8.5%) products.

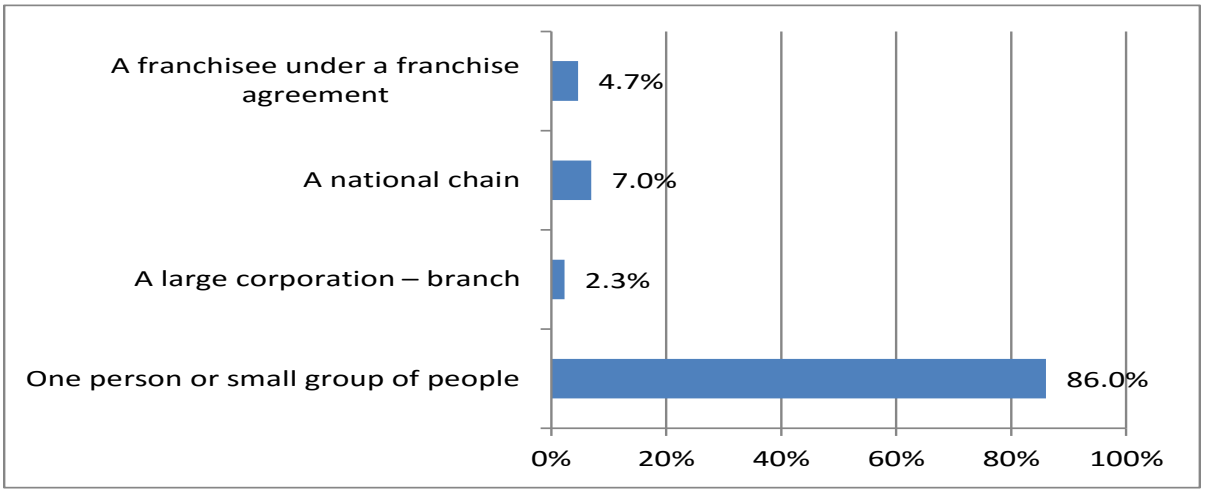
GRAPH 15: FORMAL BUSINESS SECTOR, 2011



Source: Dihlabeng Business Survey, 2011

Only a small percentage of local businesses could primarily be classified under the sale of Arts & Crafts (1.7%) or establishments that provide temporary tourist accommodation (2.0%).

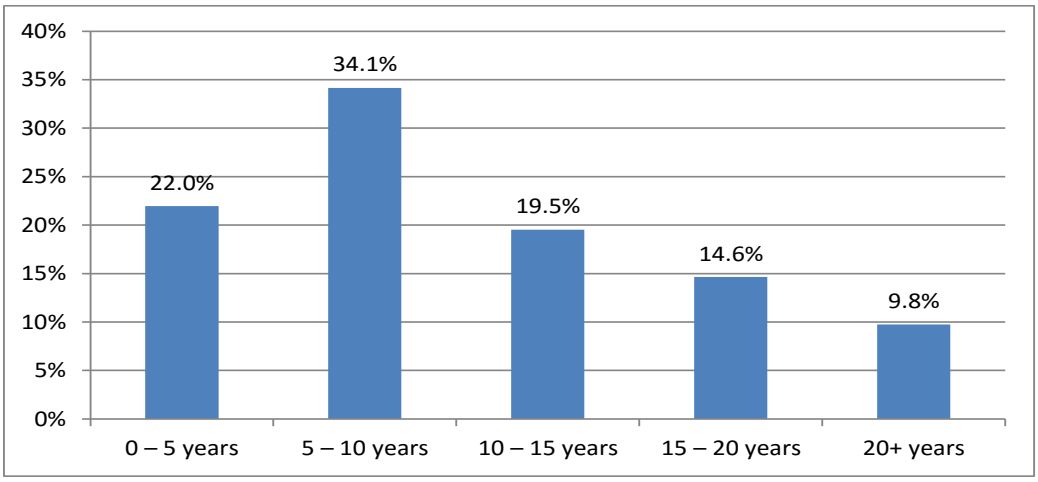
GRAPH 16: DIHLABENG BUSINESS OWNERSHIP, 2011



Source: Dihlabeng Business Survey, 2011

It is clear that almost 90% of local businesses are owned by one person or a small group of people. Large corporations only accounted for 2.3% of Dihlabeng businesses, while national chains accounted for 7.0% and franchises 4.7% during 2011. This profile reflects a Trade sector which is mainly dependent on SMME-size businesses.

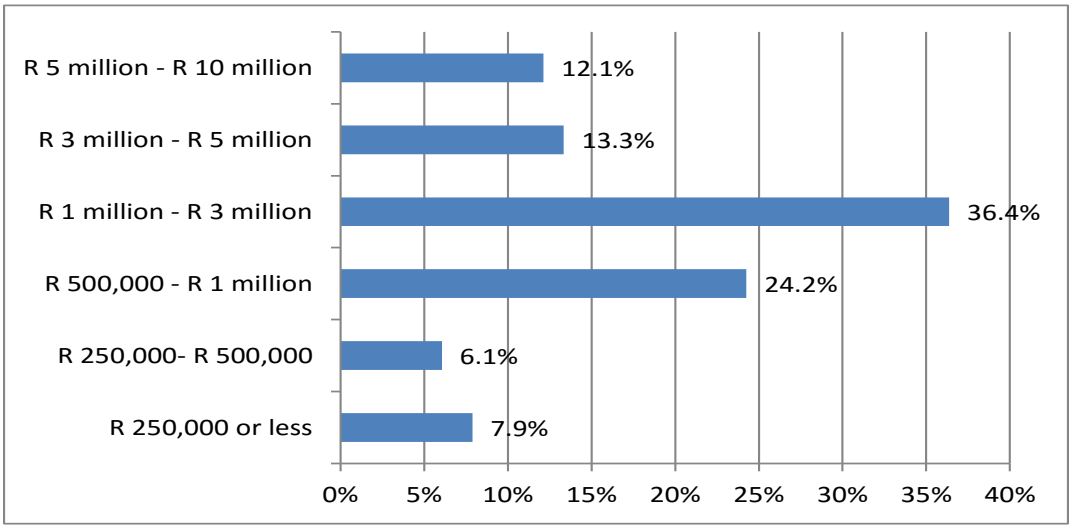
GRAPH: 17 YEARS IN OPERATION AMONG DIHLABENG BUSINESSES, 2011



Source: Dihlabeng Business Survey, 2011

Survey respondents were then asked how long their current business has been in operation. The largest group of businesses indicated that they have been in operation for between five and ten years (34.1%), while another 43.9% said that they have been in operation for more than ten years. This means that almost 60% of Dihlabeng businesses have been in operation for less than ten years. This is indicative of a business sector that has a high turnover rate and that many small businesses fail within their first few years of operation.

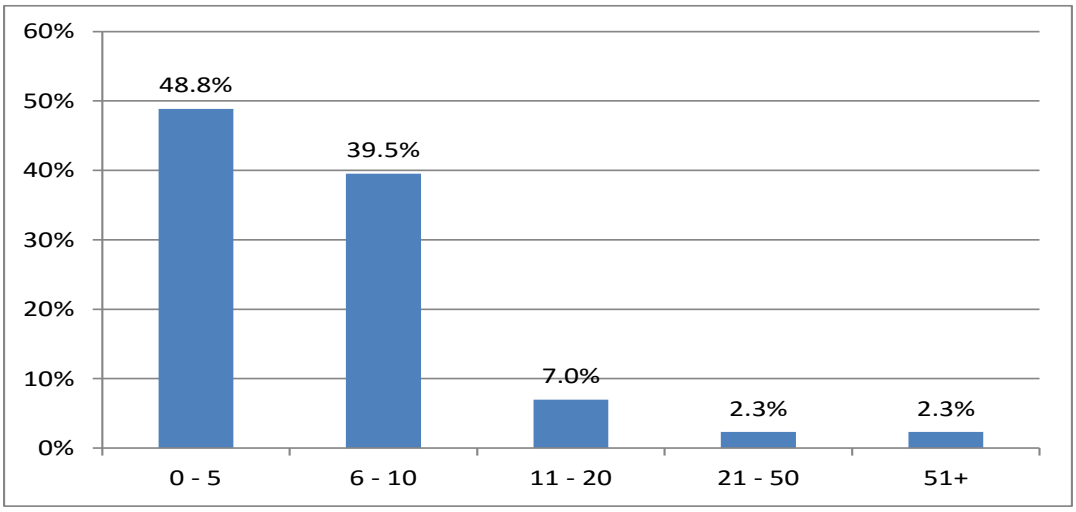
GRAPH 18: ANNUAL BUSINESS TURNOVER, 2011



Source: Dihlabeng Business Survey, 2011

Almost 40% of local businesses said that they have recorded a turnover of between one and three million Rand during 2010, while 25.5% of businesses indicated a higher turnover. This observation is in line with the majority of businesses being categorised as SMME's.

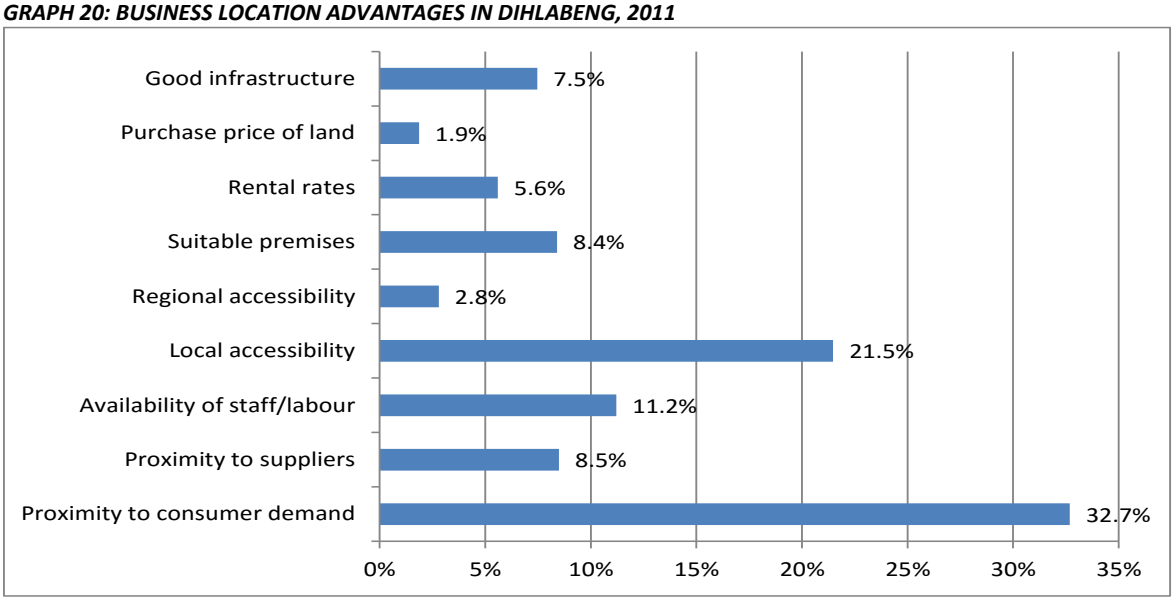
GRAPH 19: EMPLOYMENT PROFILE OF DIHLABENG BUSINESSES, 2011



Source: Dihlabeng Business Survey, 2011

Another approach to measuring business size is to investigate employment absorption. The employment profile of local businesses, almost half of all businesses in Dihlabeng employ less than six people, while 39.5% employ between five and ten workers. Only 11.6% of local businesses employ more than ten people.

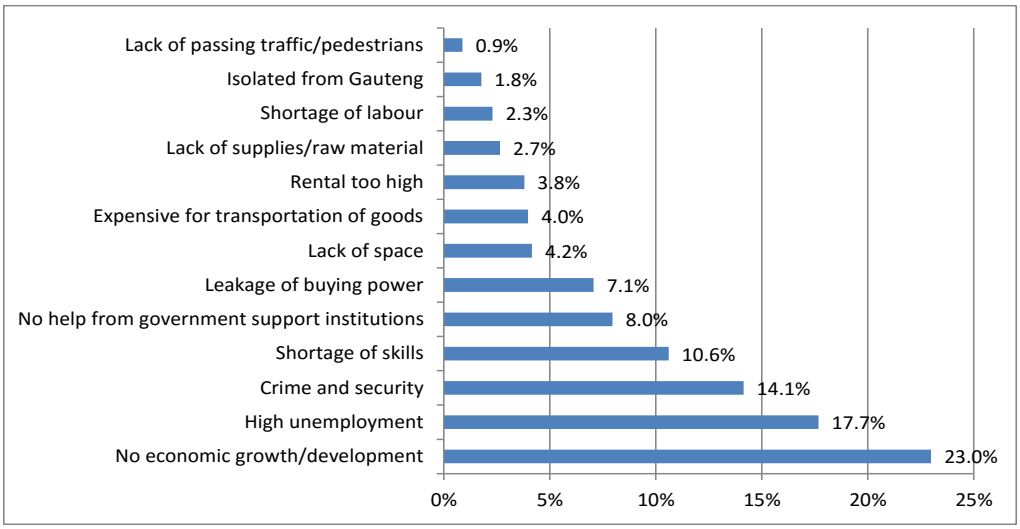
GRAPH 20: BUSINESS LOCATION ADVANTAGES IN DIHLABENG, 2011



Source: Dihlabeng Business Survey, 2011

When asked why businesses preferred to be located in Dihlabeng as opposed to any other location, the largest group of respondents (32.7%) noted their proximity to local consumers/customers, while another 21.5% felt that local accessibility was their main location advantage. Only 1.9% regarded the purchase price of land as their main reason for doing business in Dihlabeng.

GRAPH 21: BUSINESS LOCATION DISADVANTAGES, 2011

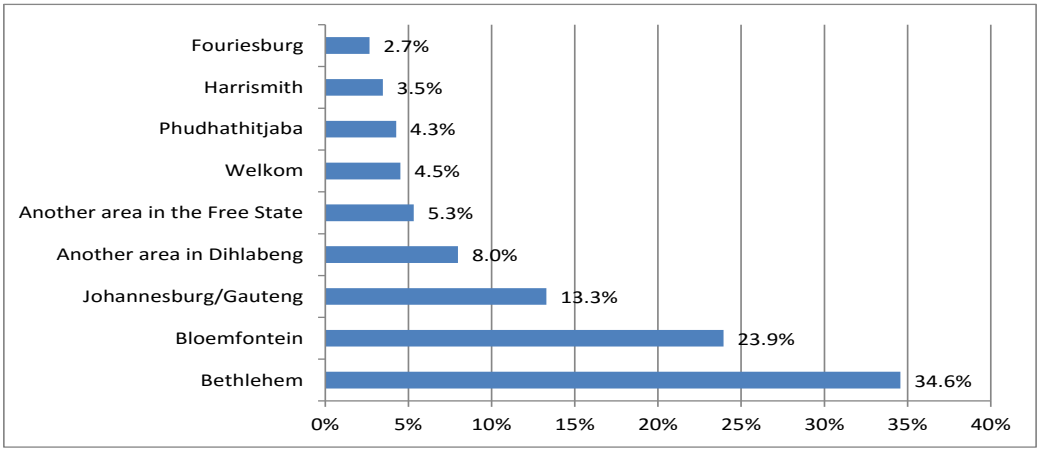


Source: Dihlabeng Business Survey, 2011

Those interviewed were also asked what they regarded as the main disadvantages of being located in Dihlabeng, some 23.0% of respondents noted that little economic growth and development in the area was the main disadvantage to having a business in Dihlabeng. Another 17.7% of businesses indicated that high unemployment was Dihlabeng's main disadvantage, followed by crime and security issues (14.1%).

From where businesses in Dihlabeng procure their stock, more than 30% of businesses said that they procure their stock locally, while 23.9% noted that they procured mainly from Bloemfontein.

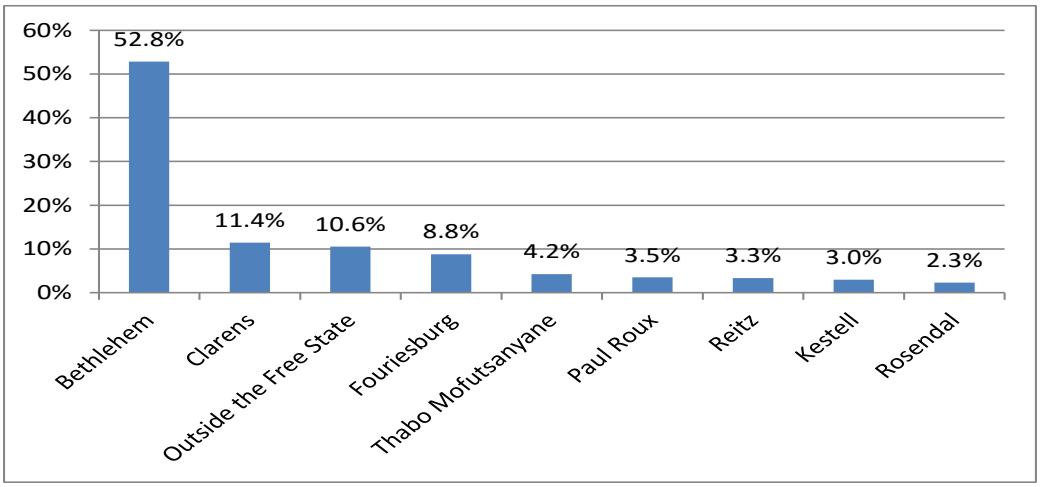
GRAPH 22: BUSINESS PROCUREMENT, 2011



Source: Dihlabeng Business Survey, 2011

Overall, 57.4% of local businesses indicated that they procure mainly from outside Dihlabeng. This situation is indicative of a porous local economy, which records a trade deficit in relation to the national economy. To create more employment opportunities in the Trade sector, local production and procurement have to be developed and expanded significantly.

GRAPH 23: BUSINESS CUSTOMER LOCATION PROFILE, 2011



Source: Dihlabeng Business Survey, 2011

Respondents were also asked where the majority of their customers were located, most businesses (52.8%) noted Bethlehem as their main customer base, followed by 11.4% of respondents who said most of their customers were located in Clarens. Very few interviewees indicated the other towns within Dihlabeng as their main customer base. In a separate question, only 7.2% of business respondents said that they export their products to a foreign country (mainly Africa).

Some 30% of businesses in Dihlabeng belong to an organised business entity, such as a Chamber of Commerce. From this, about 80% of those interviewed said that they belong to the Bethlehem Chamber or the Clarens Chamber. Table illustrates a selection of business indicators reflecting trends in the Dihlabeng Trade sector.

TABLE 91: BUSINESS TRENDS IN DIHLABENG FROM 2008 TO 2011

	Large increase	Small Increase	Same	Small decrease	Large decrease
Turnover	5.9%	29.3%	50.1%	14.5%	0.2%
Production	4.1%	25.8%	51.7%	14.8%	3.7%
Employment	9.9%	19.2%	54.3%	13.4%	3.2%
Market share	6.9%	17.2%	51.8%	20.7%	3.4%
Physical space	6.8%	12.9%	70.7%	9.6%	0.0%

Source: Dihlabeng Business Survey, 2011

The following observations were made.

1. Most businesses said that their turnover remained the same (50.1%), while 35.2% noted and increase over the last three years.
2. About half of those interviewed said that their business production remained the same, while about 26% noted a small increase.
3. The majority of businesses (54.3%) indicated that they did not employ any additional workers over the last three years. Just over 16%, however, indicated that they had to reduce their workforce, while 29.1% employed more staff.
4. Slightly more than 51% of businesses said that their share of the market remained the same over the past three years. Some 20% of respondents noted a small increase or decrease, while 6.9% experienced a large market share increase.
5. Most respondents noted that they did not increase the physical size of their business floor space.

TABLE 92: BUSINESS EXPECTATIONS IN DIHLABENG OVER THE NEXT 12 MONTHS

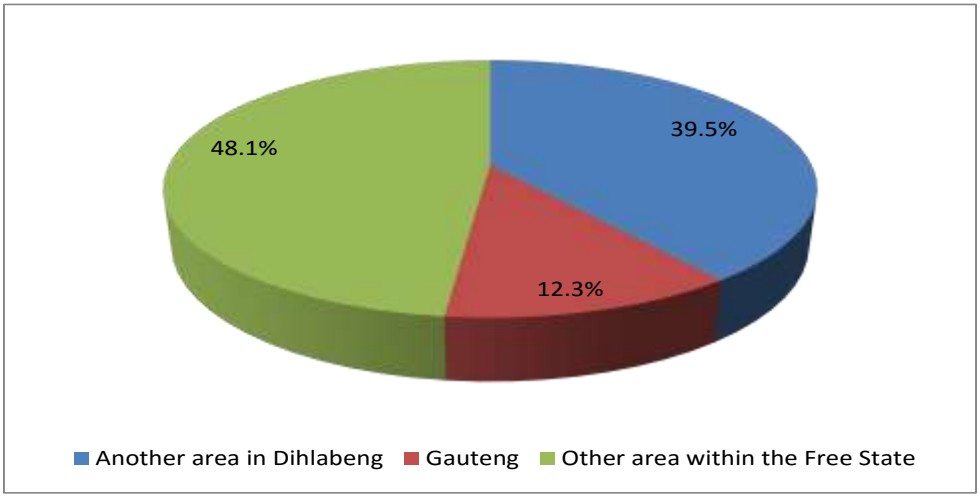
	Large increase	Small Increase	Same	Small decrease	Large decrease
Turnover	21.1%	15.8%	44.7%	15.8%	2.6%
Production	7.4%	22.2%	51.9%	14.8%	3.7%
Employment	17.6%	20.5%	49.9%	11.7%	0.3%
Market share	14.0%	21.1%	52.6%	10.5%	1.8%
Physical space	6.5%	16.1%	64.5%	12.9%	0.0%

Source: Dihlabeng Business Survey, 2011

The following observations were made.

1. Most businesses in Dihlabeng expect their turnover to remain the same or increase over the next twelve months. Some 21.1% of local businesses expect their turnover to increase significantly.
2. Most businesses expect their output/production to remain constant, while 29.6% anticipate an increase over the next twelve months.
3. About half of all businesses in Dihlabeng do not plan to employ more people over the next year. Some 12% of businesses indicated that they plan to reduce their workforce, while another 38.1% said that they intend to employ more people. Almost 18% anticipated a large increase in their work force.
4. The majority of businesses felt that their market share would probably not change over the near future, while 35.1% expected an increase.
5. Most businesses do not plan to increase their physical floor space.

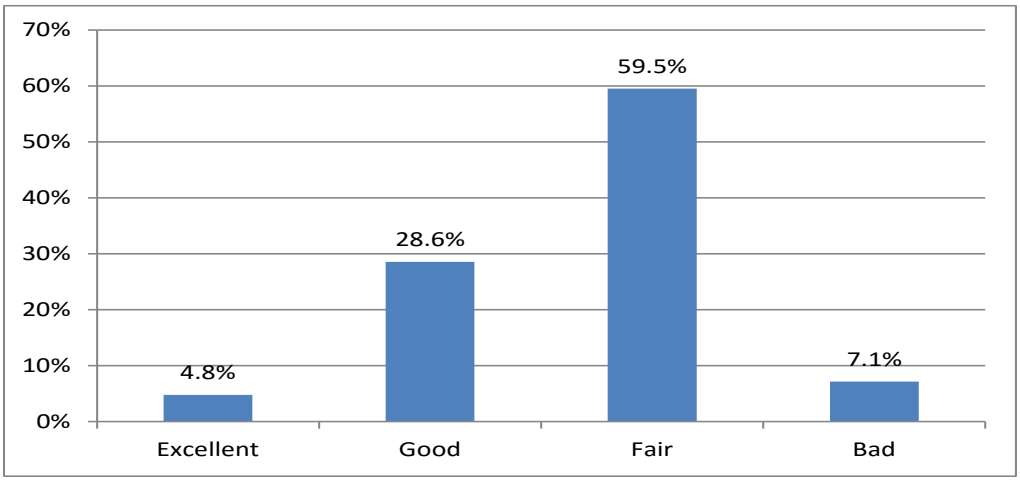
GRAPH 24: BUSINESS RELOCATION, 2011



Source: Dihlabeng Business Survey, 2011

More than 80% of local business respondents said they do not plan to relocate during the next twelve months. Of those that do intend to relocate, some 39.5% plan to move to another business premises within Dihlabeng, while 48.1% plan to relocate to another area in the Province.

GRAPH 25: BUSINESS CONFIDENCE, 2011



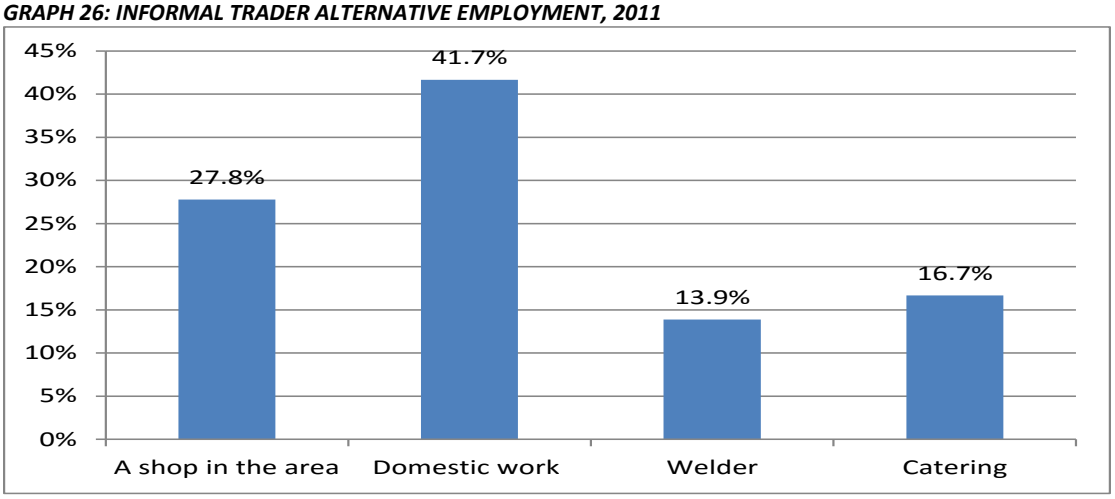
Source: Dihlabeng Business Survey, 2011

Finally, business respondents were asked to rate their confidence in doing business in Dihlabeng, almost 60% of those interviewed rated their confidence level as fair, followed by 28.6% who said well. About 5% of local businesses indicated that they have excellent confidence in Dihlabeng. Only 7.1% do not feel positive about their future in the area.

The Informal Business Survey

The largest group of informal traders in Dihlabeng were involved with the sale of snacks, fruit and tobacco (33.8%), followed by cell phone accessories (11.8%). Almost 80% of informal businesses were owned by one person with the remainder being owned by one person or a small group of people who owned more than one business. Almost all of the traders interviewed said that they bought their stock locally.

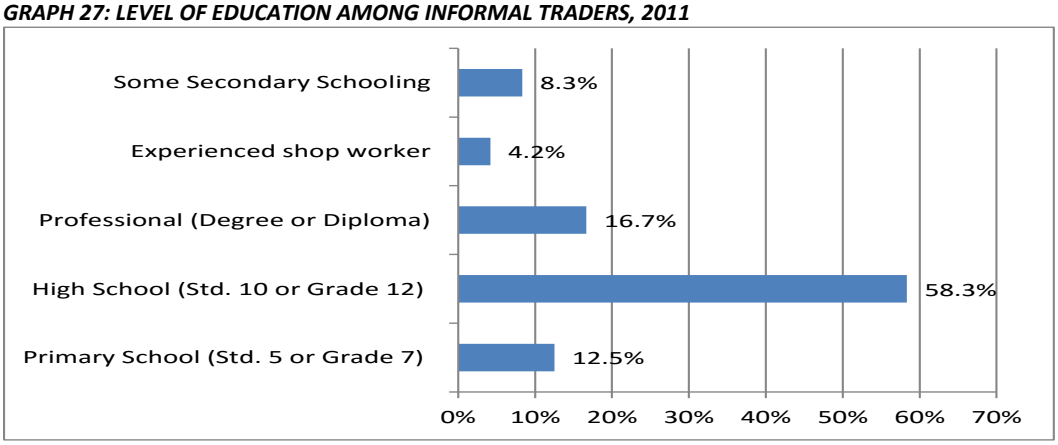
GRAPH 26: INFORMAL TRADER ALTERNATIVE EMPLOYMENT, 2011



Source: Dihlabeng Business Survey, 2011

Just over 70% of informal traders said that they do not have another job. Of those who do engage in alternative employment, 41.7% indicated domestic work in Dihlabeng. Another 27.8% said they also work at a local shop.

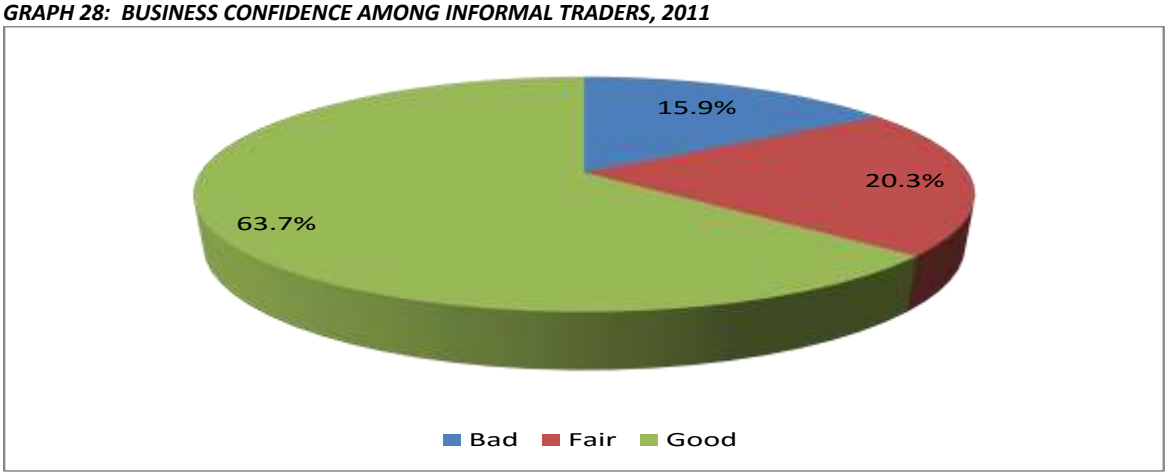
GRAPH 27: LEVEL OF EDUCATION AMONG INFORMAL TRADERS, 2011



Source: Dihlabeng Business Survey, 2011

Almost 60% of traders noted that they have completed matric as their highest level of education, while 12.5% only completed some primary school. Interesting to note is the fact that 16.7% of informal traders have a tertiary degree or diploma.

GRAPH 28: BUSINESS CONFIDENCE AMONG INFORMAL TRADERS, 2011



Source: Dihlabeng Business Survey, 2011

From this Figure, 63.7% of traders said that they have good confidence in Dihlabeng as a place to do business, while another 20.3% rated their level of confidence as fair. It is interesting to note that informal businesses are generally more positive about the area than their formal business counterparts.

Development Potential

Potential LED opportunities to support the Trade sector include the following:

1. Community shopping centres
2. Regional market for agricultural produce
3. Spaza centre development
4. Entrepreneurial initiatives
    a. Small-scale trade of agricultural produce
    b. Local arts & crafts for the tourism market
5. SMME mentorship programme
6. Establishment of a Business Processing and Outsourcing Centre
7. Development of a local SMME web-portal
8. Establishment of a SMME village (training incubator)
9. Development of an informal traders market
10. Establishment of a Local Business Support and Export Centre
11. Soft (non-production) services can include:
    - security
    - industrial cleaning and plant hygiene
    - garden/landscaping
    - interior plant management
    - consumables
    - catering
    - personal protective equipment
    - legal/logistic activities
    - consultants (IT, environmental and industrial)
    - waste management
    - Painting services, etc.

TABLE 93: JOB CREATION INITIATIVES (SMME's)

Initiative	Town/Unit
Development of a hawkers centre	Bethlehem
Development of a fully functional Business Centre	Bethlehem
Support of SMME's	All units
Development and support of TV, film and radio agencies	Bethlehem
Development and support of entertainment centres, beauty parlours and modelling agencies	All units
Development and support of functional shopping centres and manufacturing units in unit towns	Clarens, Fouriesburg, Paul Roux and Rosendal

3.3.15.2 AGRICULTURE

The Dihlabeng agriculture dominates to the principle economic activities within the Municipality by farming with 29, 4% as compared to private businesses in the area at 17,2%. The agricultural sector of the Dihlabeng region is extremely prominent. Considering small scale processing industries and intensive farming activities will result in future economic growth in the Agriculture sector. Between the years 2001 to 2011 the Municipality experienced an economic growth of – 0, 05% and the unemployment rate at 28, 7% as compared to 2001 at 39, and 7 %, which is diverse and includes game farming, provision of recreational facilities, agro processing, trade and transport.

The following data and graphs represents the Agricultural households in the area.

TABLE 94: AGRICULTURAL HOUSEHOLD

Agriculture Household	
Type of specific activity	**Number of households**
Livestock Production	3 159
Poultry	2 825
Vegetable	6 747
Production of other crops	2 276
Other	1 245

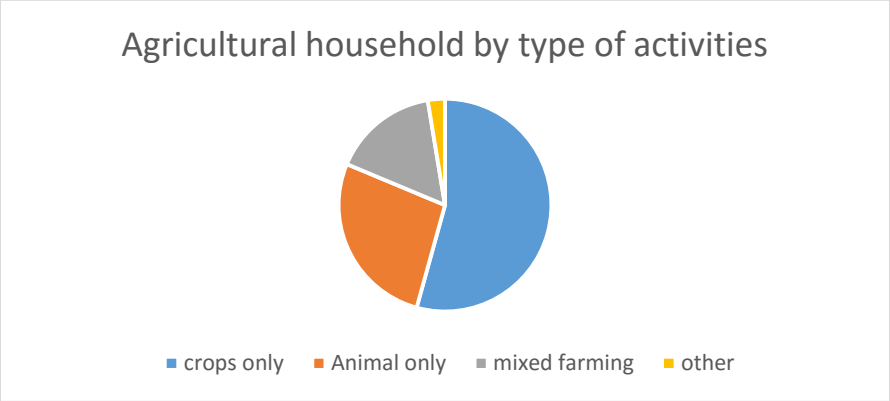
Stats SA, 2011

Most of the agricultural land in Dihlabeng is utilized for livestock grazing and cultivated land accounts for 44% of the agricultural area. The main crops grown are maize, wheat, sorghum, soya beans and sunflower, asparagus, potatoes and a variety of other horticultural crops as well as dairy products are also produced. Cultivation is concentrated mainly in the northern and central parts of the municipality. Both summer and winter crops are cultivated and irrigation is used. Areas of high cultivation of winter crops are concentrated in the northern and central parts of the municipality (DLM: Environmental Management Framework (EMF).

Provision of agricultural services ranges from:

- Trade
- Transport
- Agro processing
- Animal production
- Horticulture
- Vegetable and crop production
- Mixed farming

GRAPHS 29: AGRICULTURAL HOUSEHOLD BY TYPE OF ACTIVITIES



Stats SA, 2011

Stock farming in the municipal area is extensive, focusing mainly on natural grazing and dairy farming, mainly in the Bethlehem area. The Dihlabeng region is developed to its optimum with regard to agriculture and future development of these sectors is thus not foreseen. The total number of farms in the Dihlabeng municipal area, based on the Demarcation Board (2000) data (Dihlabeng IDP Analysis, 20009/2010) is 726 with a total of approximately 9 272 people employed in the farming sector.

TABLE 95: THE DIHLABENG REGION MAINLY SUITABLE FOR THE PRODUCTION

Perennial Crops	Vegetables and melons	Grains, proteins and oil seeds	Industrial crops	Pasture and fodder crops	Livestock
Apples	Carrots	Canola	Agave tequila	Digitaria eriantha	Goat milk
Aronia Berries	Beetroot	Dry beans	Hemp	Eragrostis curvula	Beef cattle
Asparagus	Cabbage	Maize		Lucerne	Dairy
Cactus pear fruit	Garlic	Sunflower		Sorghum	sheep
Cape gooseberries	Green beans	Sorghum			Piggeries
Cherries	Spinach	Wheat			Poultry
Hazel nuts	Lettuce	Soya			Game
Kiwi fruit	Onions	Barley			
Peaches	Potatoes				
Pecan nut					
Raspberries					
Black berries					

(Source: Free State Agricultural master plan):

Subdivision of agricultural land to provide tourism and recreation facilities have been applied to riparian properties with a minimum water front of 100m (Dihlabeng IDP Analysis,2009/2010). Uncontrolled conversion of agricultural land to recreational use could compromise the countries food security as the Free State is one of the key food producing area of South Africa. In addition to commercial farming and tourism, and agriculture in DLM also includes small scale farming. Some of the farms have been identified to be acquired with funds granted by the Department of Land Affairs in collaboration with the Department of Agriculture to be used as commonage for the purpose of communal grazing and small scale farming purposes.

TABLE 96: STATUS FOR LAND USE FOR AGRICULTURAL ACTIVITIES

LAND UTILIZATION	TOTAL AREA	% OF AREA
	HECTARES	
Unavailable for agriculture	22696	3
Presently under cultivation	210247	44
Available for cultivation	13849	2
Presently under grazing	239958	51
Total Area	486700	100
Land under irrigation		
Grazing capacity	800 1000mm (differs from place to place)	
% of clay A Horizon	Ranges 6%-24%	
% of clay B Horizon	Ranges 18%-32%	
Soil depth A Horizon	Ranges 200mm- 350mm	
Soil depth B Horizon	Ranges 350mm- 650mm	
Geology	Plinthic catena, Red, Yellow a pedal prismacutanic and pedocutanic.	
Extreme first dates of frost with temperature below 0.	28 March to 3 April 04 April t0 10 April	
Extreme last dates of frost with temperature below 0.	3 November to 9 November 10 November to 16 November	

Source Dihlabeng LED Strategy 2011

TABLE 97: USE OF AGRICULTURAL LAND IN DLM

LAND UTILIZATION	TOTAL AREA	
	HECTARES	% OF AREA
Unavailable for agriculture	22 696	3
Presently under cultivation	210 247	44
Available for cultivation	138 49	2
Presently under grazing	239 958	51
TOTAL AREA	486 700	100

Subsistence and emerging farmers in the region range across various agricultural production lines that includes small farmers utilizing LRAD farms, municipal camps and farms.

TABLE 98: JOB CREATION INITIATIVES (AGRICULTURE)

Initiative	Unit Towns	Number of projects to be supported
Renaissance of farms	All Units	10
Support and assistance of animal production farmers	All Units	15
Support and assistance of crop and vegetable production	All Units	20
Support and assistance of poultry production farmers	All Units	20
Support and assistance of horticulture farmers	All Units	10
Support and assistance of agro processing units	Bethlehem	1

3.3.15.3 TOURISM

The Dihlabeng area is considered a prime tourist destination due to the scenery and recreational facilities available in the area. Tourism growth is one of the listed priorities within DLM IDP priority issues.

One of the objectives of tourism growth is to exploit and develop the tourism potential in all towns in the area. Recreation areas and facilities are located throughout the Dihlabeng region. The area is increasing in popularity as a scenic destination and host range of nature and culturally orientated activities which are categorized into primary and secondary attractions.

The primary attractions in DLM provide mayor reasons for the Tourist visiting area. Secondary attractions have tourist appeal but are not primarily reasons for visiting. Some of the popular tourist areas are Clarens rural area and Golden Gate National Park.

The greater proportion of accommodation establishments in the area is skewed towards Bread & Breakfast establishment and most Businesses have been operating between 5 and 10 years.

Special Annual Events hosted/supported by the municipality:

Bethlehem Airshow

Bethlehem Air show “one of few air show in Free State” is an annual event that has been organized since 1999, it is aimed at attracting tourists in the region and increasing the tourism visibility of Dihlabeng. In

2007 Bethlehem Air Show were amongst the top four air shows in South Africa. The major sponsor of Bethlehem Airshow is Dihlabeng Local Municipality. The event takes place during the month of August and attract more than 10 000 tourist from the corners of Eastern Free State.

South African Slalom Canoe Championship

South African Slalom Canoe Championship it's an annual event take place at Ash River in the Eastern Free State near Clarens during the month of February. Dihlabeng Slalom Canoe Club are the host of the event. Racing take place from 09:00 in Ash River. The main objective of the event is to promote adventure tourism and economic development within Dihlabeng Local Municipality. Members of community are invited to support and watch the exciting canoe event. Sponsors are South African Slalom Canoe, Dihlabeng Local Municipality, and Dihlabeng Mall

Love Rosendal

The Love Rosendal Festival showcases the idyllic surrounds, as well as the creativity and innovation of the people. To extend the fuzzy feeling of Valentine's Day, the little village of Rosendal comes alive with the Love Rosendal Festival every year during the month of February.

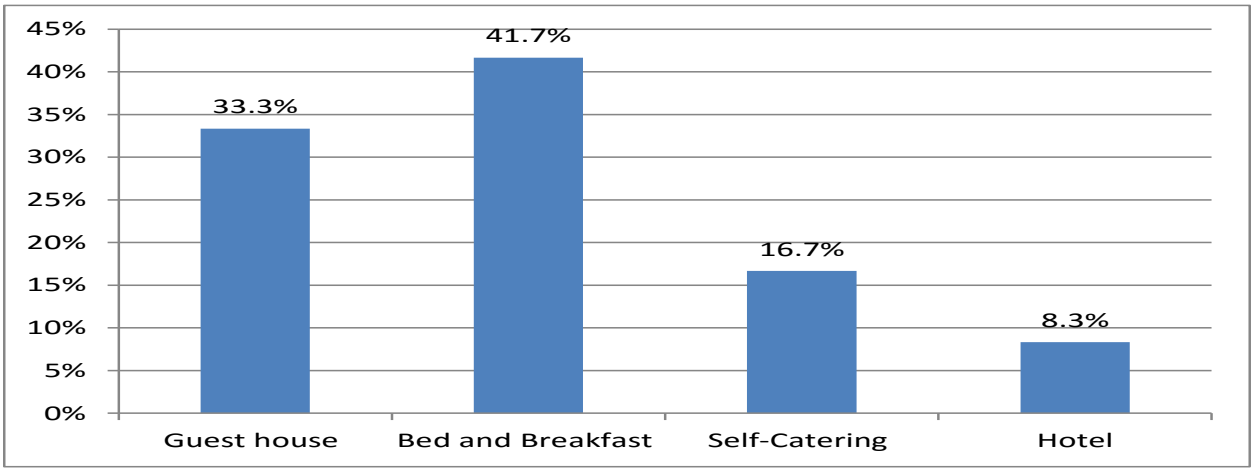
Clarens Craft Beer Festival

South Africa's finest microbreweries are celebrating the flavours, textures and heritage of craft beer in the beautiful foothills of the great Maluti Mountains in Clarens every year. The festival host more than 20 hand selected (on the basis that they have their own dedicated micro brewer to represent them) microbreweries with over 120 distinguished blends of their seasoned favourites and traditional brews and ciders to tantalize the taste buds of both seasoned connoisseurs and novices alike. Visitors get chance to meet some of the brewers and learn the tricks of the trade. Tourists enjoy all types of Weiss, Lager, Stout, Ale, Pilsner and fruity Ciders.

Dikgeleke Tsa Basotho

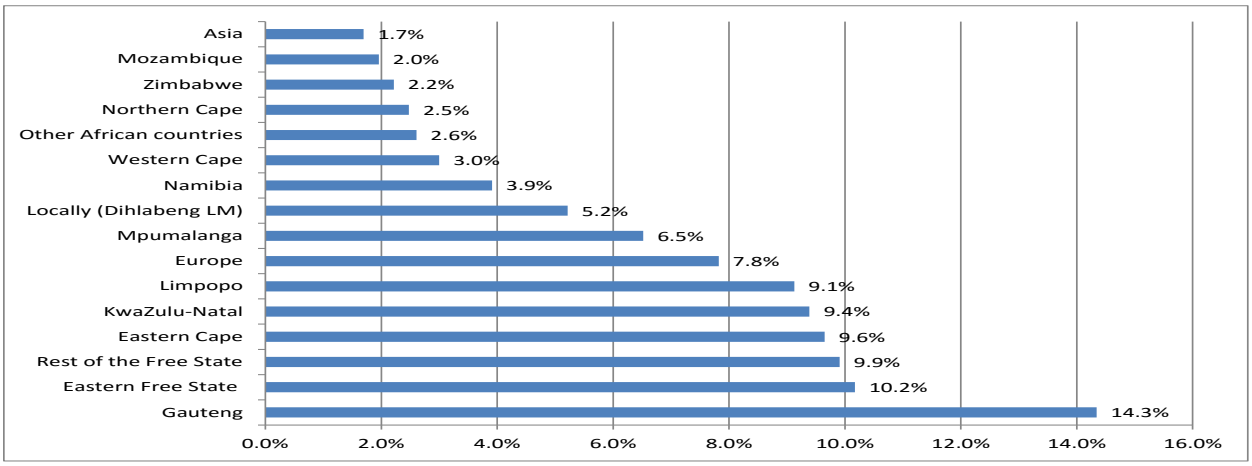
Dikgeleke Festival is an annual event takes place at Fouriesburg. It's a Basotho music festival that showcase Basotho culture and lifestyle. The events is annual event held at Fouriesburg showground.

GRAPH 30: TOURISM ACCOMMODATION IN DLM, 2011



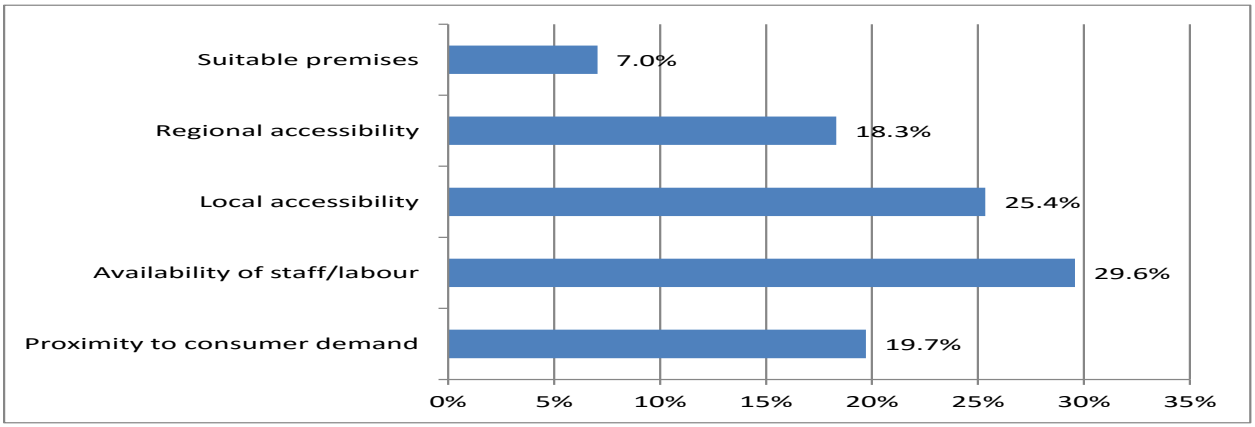
Dihlabeng Tourism Survey, 2011

GRAPH 31: ORIGIN OF TOURIST THAT VISIT DIHLABENG, 2011



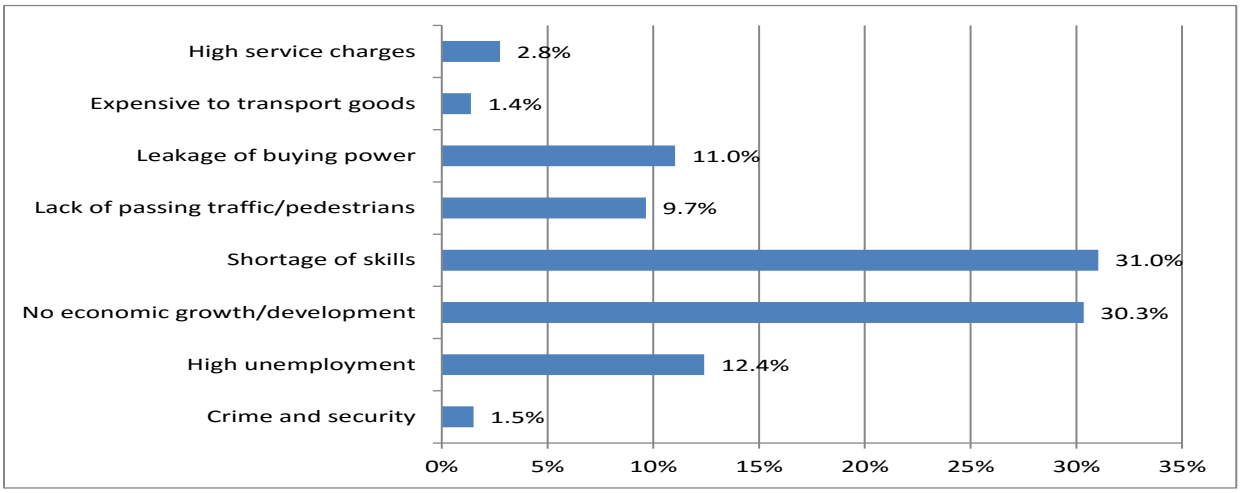
Dihlabeng Tourism Survey, 2011

GRAPH 32: MAIN LOCATION ADVANTAGES, 2011


Suitable premises 7.0%
Regional accessibility 18.3%
Local accessibility 25.4%
Availability of staff/labour 29.6%
Proximity to consumer demand 19.7%
0% 5% 10% 15% 20% 25% 30% 35%

Dihlabeng Tourism Survey, 2011

GRAPH 33: MAIN LOCATION DISADVANTAGES, 2011


High service charges 2.8%
Expensive to transport goods 1.4%
Leakage of buying power 11.0%
Lack of passing traffic/pedestrians 9.7%
Shortage of skills 31.0%
No economic growth/development 30.3%
High unemployment 12.4%
Crime and security 1.5%
0% 5% 10% 15% 20% 25% 30% 35%

Dihlabeng Tourism Survey, 2011

TABLE 99: TOURIST ATTRACTIONS

1. Bethlehem	Sol Plaatjie monument (Saulspoort Dam)	From N5(Muller street) ,in Bethlehem, you take Berry De Kok street till you reach gravel country road, No signage at country road but there is signage in Town near Engen Garage.
	Loch Athlone Dam	On R26 about 5km from Bethlehem to Fouriesburg, Good signage
	Pretorius Kloof Nature reserve	Near Loch Athlone Dam, in Bethlehem just near R26, no signage. Corner Kerk and van der Merwe street in Bethlehem
	Bethlehem Museum	Corner Muller and righter street no signage
	Dutch Reformed Mother Church	The church was inaugurated on 18 February 1911. The Basuto War (1865--66) Memorial was erected Type of site: Church. The cornerstone of this impressive sandstone church building, which was designed by the Revd. J. D. Kestell, was laid by President M. T. Steyn on 12 April 1910. The church was inaugurated on 18 February 1911.
	Strapp Building	18 Church street Bethlehem, no signage. Tarred road
	St Augustine Anglican Church	Wessel Street, Tarred road. Enough signage needed.
	St Andrews Presbyterian Church	On t34 low Street, Bethlehem Road Tarred.
	Wolhuterskop Game and Nature Reserve	On R26 about 5km from Bethlehem to Fouriesburg, not enough signage, not tarred gravel road on good condition
	Goble Park Memorial Gate	Muller and high street Bethlehem, tarred road , no signage
	Stafford's Hill	2km from Môrelig suburbs, in Bethlehem
	Bird Cage Hill	2.2km from Bethlehem on R26 to Reitz, in township called Bakenpark. Tarred, no signage
	English Cemetery	On Muller street, about 1 km to Bethlehem CBD to Bloemfontein on N5, tarred road, No signage
	Boer Cemetery	On the Richter street no signage
	Wooden Spoon Braai restaurant, 12 Church Street, Bethlehem	On the Church street ,Good signage
	Groenkop	40km from Bethlehem to Kestell on N5 Road tarred. No signage
	Retiefsnek	Is a pass near Bethlehem, Slabberts, gravel road, no signage. Latitude: -28°23'55.04" Longitude: 28°13'10.49"
	Yeomany Hills	About 2 miles from Lindley to Bethlehem on R76, tarred road, no signage
	Slabbertsnek	About 20km From Bethlehem on R26 to Fouriesburg you take Slabberts road , gravel road, no signage
	Naudeskop	
	Lion Rock Big Cat Sanctuary	R714 just after off-ramp to warden from Bethlehem, you take gravel road for 15 km
	Bethlehem Hydro Project	On R712 from Bethlehem to Clarens , good signage, gravel road
	Bethlehem Peermont Casino	N5 on route to Kestell , tarred road, Good signage
	Athlone Castle (Restaurant)	On R26 about 5km from Bethlehem to Fouriesburg
	A.B Baartman Wagon House Museum	On Muller and Landdros Street, Bethlehem CBD, good signage, tarred road.
	Bethlehem Town Hall	Corner Muller, roux and president Boshoff Street. No signage. Tarred road.
	Camori Game Ranch	Off warden road, R714 from Bethlehem, no signage, gravel road
	The Seminary	Wessels Street ,Bethlehem no signage tar road
	Cheetau Game Reserve	On R26 road between Bethlehem and Fouriesburg ,tired toad no signage

	Evangelical Lutheran Church Of South Africa	Bethlehem location on Mabizela Street ,no signage
2. Clarens	Basotho Cultural Village	On R712 from Clarens, Golden Gate to Qwa-Qwa, Good signage, tarred road
	Golden Gate National Park	On R712 from Clarens to Qwa-Qwa. Good signage, tarred road
	Titanic Rock	On R712 entrance to Clarens, tarred road, no signage
	Clarens Museum	Main road Clarens, tarred road, Good signage
	Ash River outfall	On R712 about 15km from Bethlehem to Clarens. Good signage. Tarred and gravel road
	Mushroom rock	On R711 from Fouriesburg to Clarens, No signage, tarred road
	Clarens Art/Craft Hub	Main road Clarens, tarred road, Good signage
	Enslin Vorster Gallery	Main road Clarens, tarred road, Good signage
	Johan Smith Art Gallery	Main road Clarens, tarred road, Good signage
	Ralph Dyckman Gallery	Main road Clarens, tarred road, Good signage
	The Old Posthouse	Main road Clarens, tarred road, Good signage
	Old Nederduitse Gereformeerde Church Peronage	Main street in Clarens
	Clarens extreme	Swart street Clarens, tarred road, good signage
	Smudge Contemporary Art Gallery	Main street Clarens, tarred road, Good signage
	Artefunto Contemporary Art Gallery	Main road Clarens, tarred road, Good signage
	Rhebok Hiking Trail	Golden Gate highland park. R711, Good signage
	Wild Rides Quad Biking	Clarens Xtreme. Swart street in Clarens, tarred road. Poor signage
	Clarens wellness day spa	Main road Clarens, tarred road, Good signage
	Blou Donki Art Gallery	Main road Clarens, tarred road, Good signage
	Bergwoning 4x4 Trails	Off golden gate on R712 from Clarens, no signage. Gravel road
	Rebellie Trail	Rebellie Game farm, Clarens. Poor signage, take off ramp to golden gate from Clarens about 10 km from Clarens on R711
	Art and Wine Gallery	Main road Clarens, tarred road, Good signage
	Surrender Hill	10km from Clarens to Fouriesburg. Road tarred.
	Clarens golf and trout estate	In Clarens on R711 tarred road. No signage
	Naauwspoortsnek	In Golden Gate, R712, Good signage
	Mount Horeb	4km from Clarens
	Sandstone Gorge Estate	Pam Golding Properties Clarens Corner Market Street and Main Street Post House Corner Clarens, poor signage, gravel road
	Bergwoning Adventure	R711, close to Golden Gate Park Entrance,
	Queen Victoria rock	R712 Golden Gate
	Artist corner	Main road Clarens, tarred road, Good signage
	Caledon flies	B2 marketing at church street Clarens, no signage, gravel road
	Clarens Brewery	Main road Clarens, tarred road, Good signage
	The Ugly Duckling Curio shop	Road tarred and has signage
	Monument Basotho War 1865	Signage needed
	Outrageous Adventures, white Water Rafting	Clarens Extreme, swart street in Clarens
	Purple Union Country shop	Main road Clarens, tarred road, Good signage

	Old Mill drift mountain resort	
	Mafube Mountain Retreat &Twin Tower	From Between Clarens and Fouriesburg Road ,18km gravel rout
3. Fouriesburg	4X4 Langkloof Farm	
	Meiringskloof Oord	On R711 from Fouriesburg to Clarens
	Shumba Valley	On R26 from Fouriesburg to Ficksburg about 10km on left hand side you turn to gravel road, no signage
	Uitzicht Wildplaas	On R26 about 15km from Fouriesburg to Ficksburg, no signage. Gravel road on S293
	Wynford	Its near Caledonspoort border to Lesotho on R711, gravel road, good signage
	Brandwater Hiking Trail	On R26 to Fouriesburg township Mashaeng, just at the Back of township, ask locals for direction as the is no road
	Lesoba	On R711 from Fouriesburg to Clarens the is good signage,4km on S505 gravel road
	Fouriesburg Museum	On R711 from Fouriesburg to Caledonpoort border control to Lesotho, tarred, no signage
	President Steyn's House	Corner Reitz and Steyn street, in Fouriesburg, tarred road, No signage
	Sekonyela's Hat	Is at Moolmanshoek Private Game Reserve On the R70 between Ficksburg and Rosendal Ficksburg, tarred road, good signage
	Camelroc guest farm	8km on Caledonspoort, Fouriesburg R711 tarred road, good signage
	Old Mill drift 4WD-trail	On R711 to Clarens from Fouriesburg, no signage.
	Sandstone Studio	Venter street Fouriesburg, gravel, signage need update
	Town Hall	It found at Corner Martin Street need signage at the four way stop from location ,Bethlehem and to Clarens
	Pumula Guest Lodge	On R711 and join S344 to the lodge
	Caroline and ARPA Adventure	On R711 road ,100m on the left site from Rosendal
4. Rosendal	Swartkrans Mountain	On R70 to Rosendal from Ficksburg ,tarred but need to take off-road to read the mountain
	Rosendal Crafts	On R70 in Mautse village ,ask local people
	Rosendal Theatre	Corner of Van der Merwe and Hertzog streets, Rosendal
	Snymanshoek	On R70 no signage.
	Mosamame Hiking and Mountain Bike Trail	At the foothill of the Maluti Mountains, 10km from Rosendal to Ficksburg.
	Moolmanshoek	On R70 road 6km from Rosendal to Ficksburg, signage, S384 road.
	Templeshook	10km to Ficksburg from Rosendal R70 road signage.
5. Paul Roux	Bushman Rock Painting/ San Rock Art	On the S224 rout ,no signage
	The Holhoek Hiking Trails	8km from the main road(N5)to S224 no signage
	Historical Dinosaur footprints in Uniondale	At the Paul roux Farm ,S224 gravel road and no signage
	Paul Roux Village	On the N5, south of Bethlehem

TABLE 100: HERITAGE SITES

BETHLEHEM	CLARENS	ROSENDAL	FOURIESBURG	PAUL ROUX
Goble Park Memorial Gate.		Nkokomohi Caves	Anglo-Boer war sites	The Dinosaur tracks in Uniondale
Staffordshill	Mushroom Rock		Snymanshoek	
Bird Cage Hill	Titanic rock		War graves	
English Cemetery	Surrender Hill		Dunblane	
Boer Cemetery				
Michael Prinsloo Memorial				
Gravestone of Japie Greyling				
Three Stones				
Monument at Dutch Reformed church				
Groenkop				

TABLE 101: JOB CREATION ON INITIATIVES

Initiative	Town/Unit
Development of arts and craft centres/cultural villages	All units
Support of annual festivals and events	All Units
Support and development of tourism accommodation facilities	All Units
Tourism township routes	All Units
Training, workshops, expos and education	All Units
Advertising and exposure material for tourism	All Units
Development of a tourist/travelers safety tips	All Units
Distinguished welcome signage for entries	All Units
Support of Tourism related SMME's	All Units

Transport

Airfields:

The Bethlehem Airfield plays an integral role in supporting industry and economic activity throughout the Free State, in particular Dihlabeng Local Municipality. Owing to its location which is at the heart of South Africa, it enhances networking and connects communities by linking various towns, cities and markets. It promotes, access to life saving medical air transport and other critical services such as firefighting that protects life and property.

As Business market become national and international in scale, airports are increasing being viewed as a catalyst for local economic development, their ability to generate jobs and promote tourism. The Bethlehem Air Service planned to expand the possibilities of travel for tourist and Businesses travelers alike allowing even greater number of people to experience diversity of geography, climate, culture, markets.

TABLE 102: TRANSPORTATION SUPPLY CAPACITY

TRANSPORTATION SUPPLY CAPACITY	
Runaways 11/29/13/31	Asphalt surface (1 175m), Grass surface (1 311)
Traffic	Light
Departments	per day (week), 60 (month)
Arrivals	5 per day (week), 70 (month)
Routes/destination	Unreserved
Services	Non schedule related flight medical ambulance Medical air ambulance Flying school Firefighting.

3.3.15.4 EMPLOYMENT AND UNEMPLOYMENT

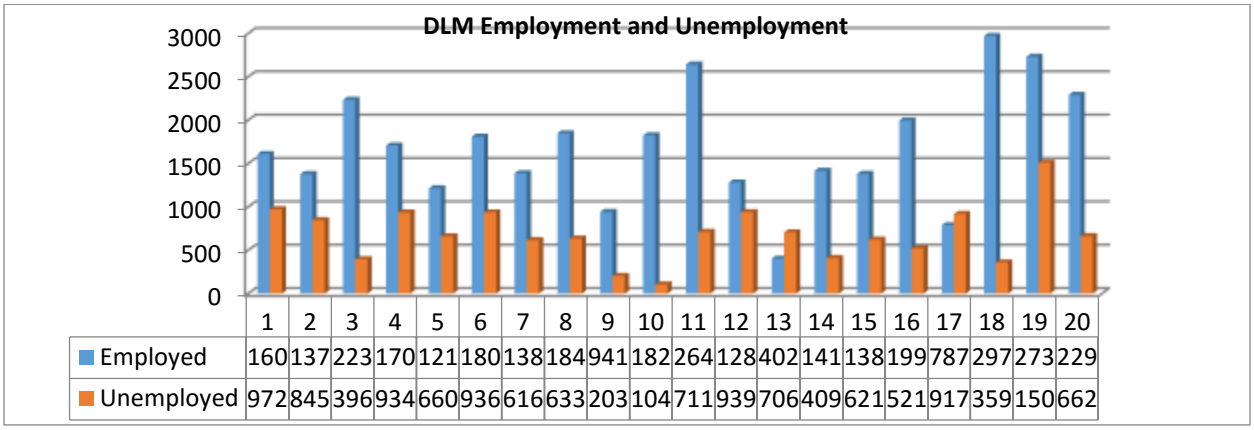
TABLE 103: STATS FROM CENSUS 2011 AND 2016 COMMUNITY SURVEY WITHIN LOCAL MUNICIPALITIES (POVERTY)

POVERTY				
	2011		2016	
Municipality	Poverty headcounts	Intensity of poverty	Poverty headcounts	Intensity of poverty
Setsoto	6.6%	42.3%	6.4%	41.3%
Dihlabeng	6.1%	42.3%	5.2%	42.4%
Nketoana	6.3%	41.5%	8.0%	44.0%
Maluti a Phofung	7.9%	41.4%	8.1%	40.8%
Phumelela	8.5%	41.2%	8.7%	44.5%
Mantsopa	4.6%	41.1%	4.0%	41.7%
Thabo Mofutsanyana	7.1%	41.7%	7.0%	41.7%

Statssa, Census 2011 and Community Survey 2016.

Population of the Dihlabeng Local Municipality according to the Stats SA 2011 stands at 128 704 and the unemployment rate at 28.7% with the youth at 38.9%. The population ratio to male to female currently stands at 47.5%:52.5% with females exceeding male. It is against that background that the projects initiated should be suitable and accommodate females, taking into account the fact that within the municipality 41% of households are female headed and there are more females than males in the population.

GRAPH 34: EMPLOYMENT AND UNEMPLOYMENT RATE



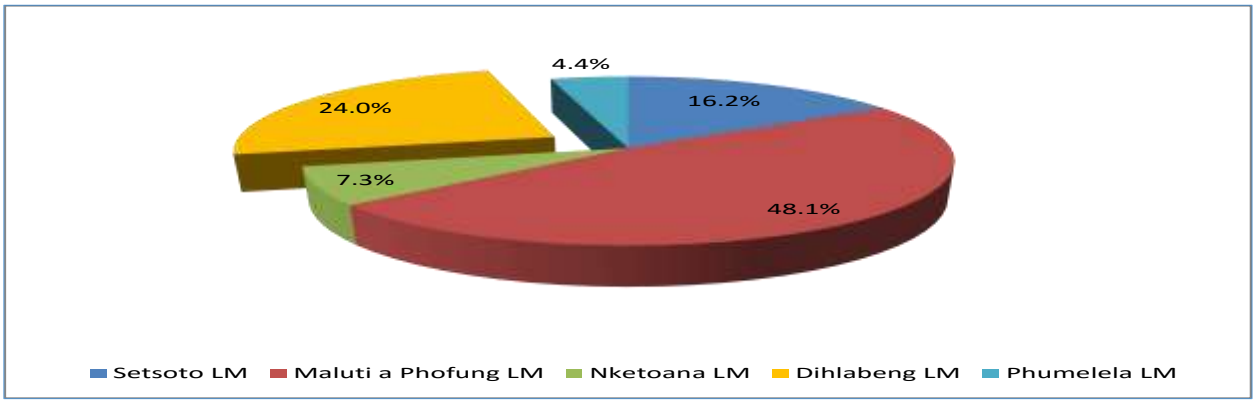
Statssa, Census 2011

3.3.15.5 ECONOMIC PROFILE

The purpose of this Section is to provide a broad economic analysis of the regional and local economic development. It is important to understand the economy of Dihlabeng within the context of the broader region so that comparisons and linkages with the broader economic community can be made. In doing so, this Section discusses and analyses each economic sector in terms of a sectoral analysis and identifies those sectors with growth potential.

Municipal Overview;

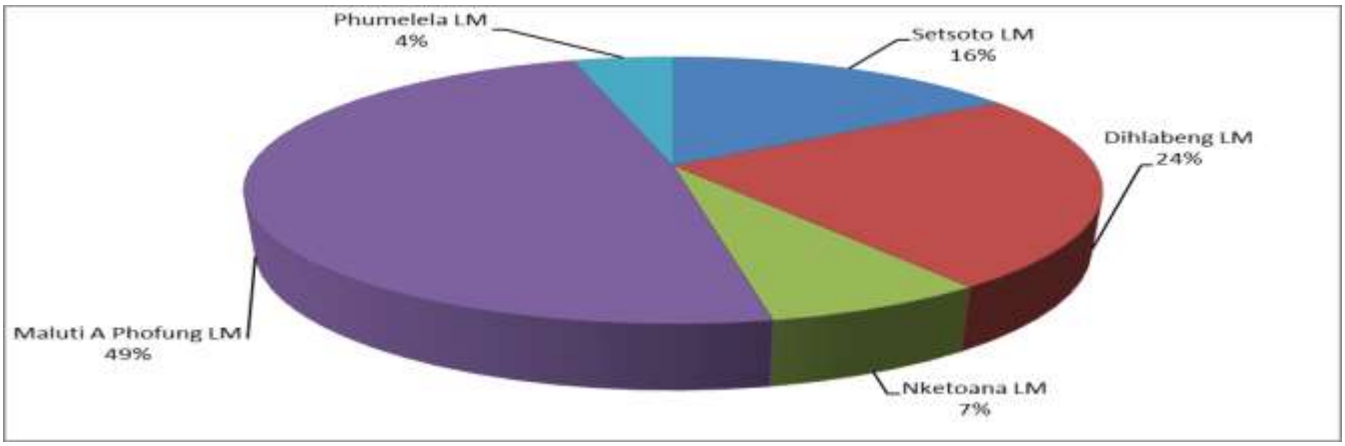
Graph 35: MUNICIPAL CONTRIBUTION TO THE ECONOMY OF THABO MOFUTSANYANA, 2010



Statssa Census 2011

The GDP contribution of the Dihlabeng Local municipality in comparison to the other 4 local municipalities in the Thabo Mofutsanyana District. Dihlabeng contributed the second most (24%) to the District economy, followed by Setsoto (16%). Overall, Maluti a Phofung contributed (49%) to the economy of Thabo Mofutsanyana.

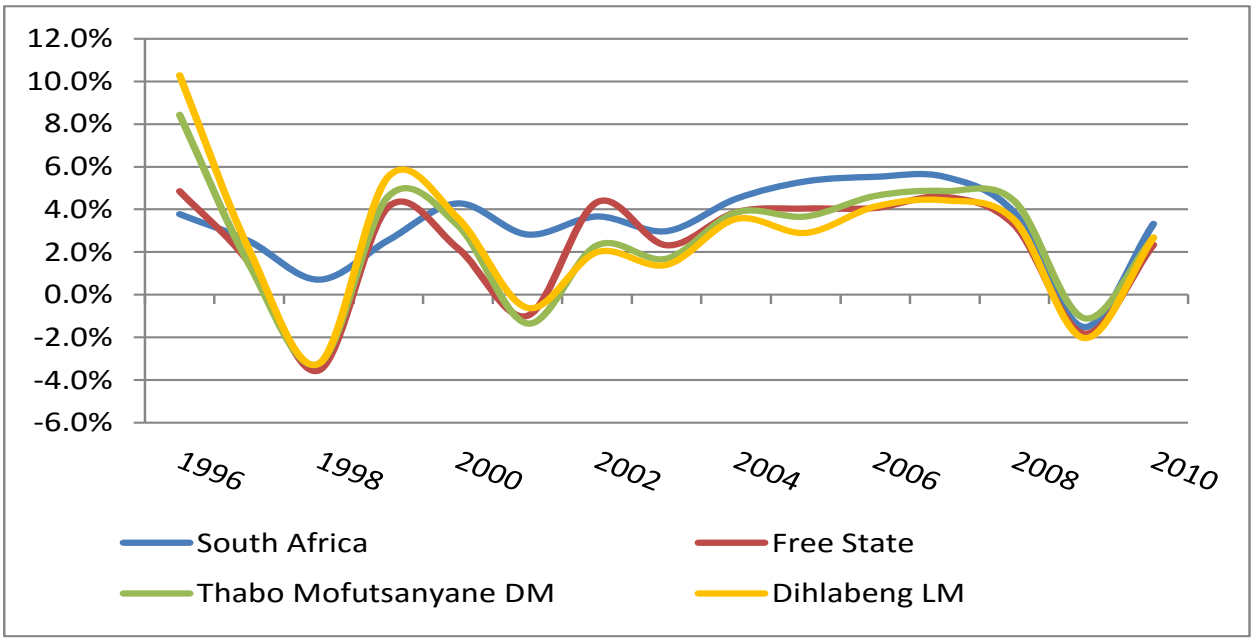
GRAPH 36*: *GROWTH



Dihlabeng Local Municipality LED Strategy 2012

Dihlabeng experience an average annual growth rate of 2.9%, compared to a 2.1% growth rate in Thabo Mofutsanyana and the Free State. The graph indicates the annual growth from 2001 to 2011 in Dihlabeng, compared with the District and the Province.

GRAPH 37: NATIONAL COMPARISON OF ECONOMIC GROWTH TRENDS



Dihlabeng Information: Quantec Research, 2011

Level of Concentration

- A Location Quotient indicates the comparative advantage or disadvantage of a particular economic sector in an area or region.
- A comparative advantage indicates a relatively more competitive production function for a product or service in that specific activity
- A Location Quotient analysis for Dihlabeng in District context is provided by Graph.
- A quotient larger than one indicates a comparative advantage and a quotient smaller than one indicates a comparative disadvantage in an economic activity. A quotient greater than five indicates a dependence on an industry sector.

Looking at table below it is evident that the Dihlabeng economy has a comparative advantage in the following sectors with regards to the District economy:

1. Agriculture
2. Manufacturing
3. Trade
4. Transport
5. Government Services

A quotient larger than one indicates a comparative advantage and a smaller that one indicates a comparative disadvantage in an economic activity. A quotient greater than five indicates a dependence on an industry sector.

TABLE 104: LOCATION QUOTIENT FOR DIHLABENG LOCAL MUNICIPALITY 2011

ECONOMIC SECTOR	SECTORAL CONTRIBUTION TO TOTAL GDP (%)		LOCATION QUOTIENT
Agriculture	6.2%	6.4	1.0
Mining	0.4%	0.3	0.8
Manufacturing	13.3%	13.2	1.0
Electricity	2.6%	0.9	0.3
Construction	2.1%	1.9	0.9
Trade	15.6%	18.1	1.2
Transport	7.2%	9.2	1.3
Finances	21.7%	19.9	0.9
Services	30.8%	30.1	1.0
TOTAL	100	100	1

DLM information: LED Strategy 2011

ECONOMIC SECTORS

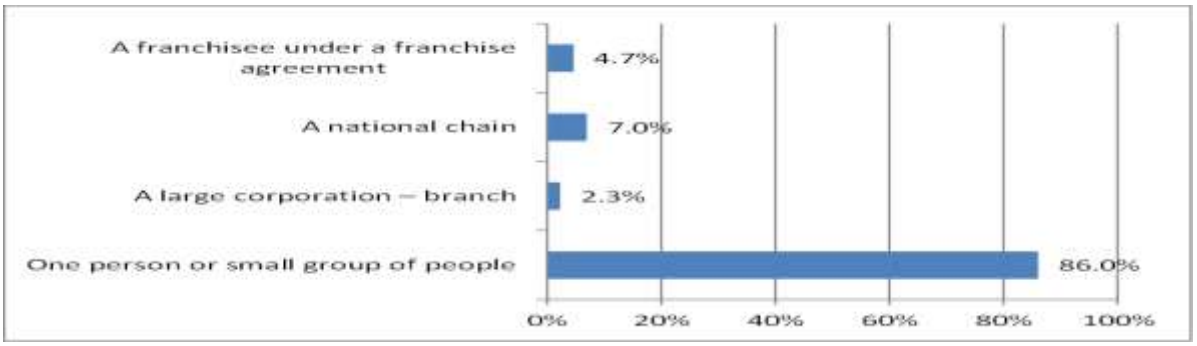
- Community and government services
- Finance services
- Transport and communication
- Wholesale and retail trade
- Construction
- Utilities
- Mining
- Agriculture
- Tourism
- Manufacturing

3.3.15.6 BUSINESS PROFILE

It is clear that almost 86 % of local Businesses are owned by one person or a small group of people. Large corporations only accounted for 2.3% of Dihlabeng Businesses, while national chains accounted for 7.0% and franchises 4.7% during 2011. This profile reflects a Trade sector which is mainly dependent on SMME-size Businesses

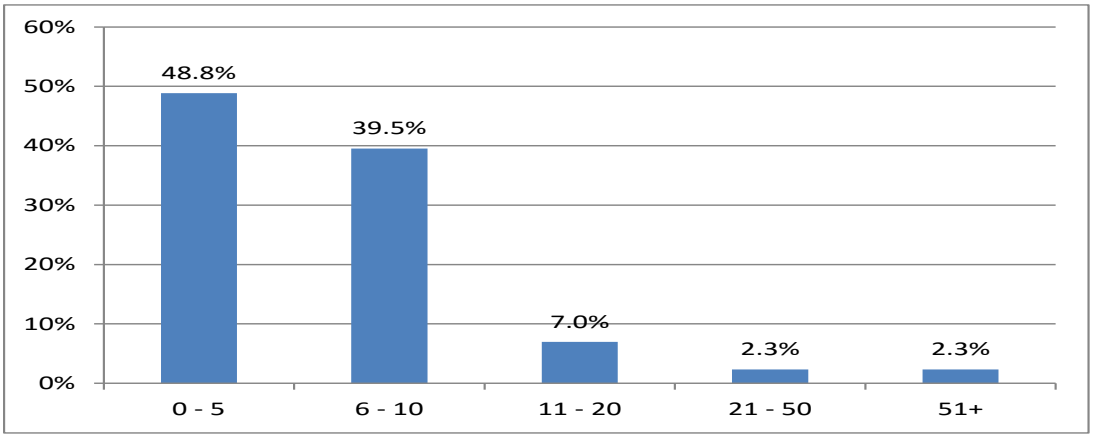
The annual turnover of Businesses in Dihlabeng. Almost 40% of local Businesses said that they have recorded a turnover of between one and three million rand, while 25.5% of Businesses indicated a higher turnover. This observation is in line with the majority of Businesses being categorized as SMMEs.

GRAPH 38: DIHLABENG BUSINESS OWNERSHIP, 2011



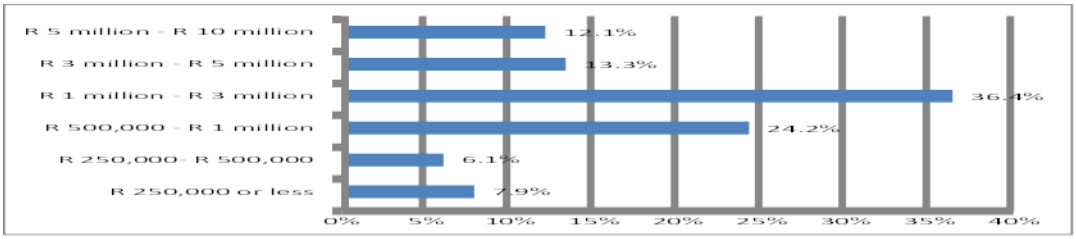
Dihlabeng Business Survey: 2011

GRAPH 39: DIHLABENG ANNUAL BUSINESS TURNOVER, 2011



Dihlabeng Business Survey: 2011

Graph 40: EMPLOYMENT PROFILE OF DIHLABENG BY BUSINESS 2011



Dihlabeng Business Survey: 2011

3.3.16 PRIORITY 16: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

LEGAL SECTION

The Legal Section's main purpose is to provide a professional legal advice and assistance services to the municipality to ensure the proper protection of the municipality's interests and compliance with its obligations. The section is a fairly new section that has been established in 2010. This section is part of corporate services and its manager reports directly to the Director Corporate Services.

Previously our legal matters were outsourced to private entities, presently we have competent staff that are legally qualified to handle different legal matters except civil matters since we don't have capacity to handle them for an example Debt collection. Four By-Laws approved by Council at Draft are Dumping and Littering, Waste Management, Refuse Removal and Control of Public Nuisance by law.

The Legal Section is the custodian of discipline in the institution and after its inception in 2010, the issue of disciple has increased, as a results employees are behaving better due to the fact that disciplinary processes are in place.

The Legal Section does not work in isolation, Aside from working together with other municipality employees it works with other Provincial and National departments and in so doing it kept abreast with new legislation. It ensures that whatever innovative systems are introduces municipality partakes in them. It also scrutinizes the agreements entered into by the municipality with external service providers. It formulates legal opinions as and when required by Council and its management team. This section is assisting Human Resources, Supply Chain management, Technical Services and various sectors of the Municipality as and when required.

SKILLS DEVELOPMENT

The training department's main purpose is to assist and capacitate employees and ensure that accredited service provider has been identified. The section addresses the strategic priority areas of Local Government Sector Education and Training Authority at the national level infrastructure and service delivery. Financial viability, community based participation, management and leadership. Training department's works with training committee members who represent the employee of the municipality, it works with Local Government Sector, Education and Training Authority at Provincial and National. The section also provides Experiential and Graduate development program to the learners who completed their studies and needed exposure in the working environment. Leaderships will also be provided to the unemployed youth through Local Government Sector and Training Authority or other Seta's.

TABLE 105: DIVISIONS OF POWERS AND FUNCTIONS

FUNCTION	BETHLEHEM
Legal support	x
By-Laws	x
Legal opinions	x
Policies	x
Contracts	x
Municipal code	x
Council code	x

TABLE 106: ANALYSIS OF INSTITUTIONAL POLICIES AND SYSTEMS

ISSUE	FUNCTIONALITY
SKILL DEVELOPMENT PLAN	IMPLEMENTED
HR POLICY	IMPLEMENTED
INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM	IMPLEMENTED
MONITORING EVALUATION AND REPORTING SYSTEMS	IMPLEMENTED

3.3.17 PRIORITY 16: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.3.17.1 PRIORITY POLITICAL /LEADERSHIP MANAGEMENT STRUCTURE

The political component of the DLM is based on the Executive Mayoral Committee (MYCO) system. The Executive has certain legislative and delegated executive powers and appoints members of the mayoral committee in terms of section 60 of the MSA. The Executive Mayor and Mayoral Committee is accountable to the Municipal Council.

COUNCIL STRUCTURES

There are various decision making structures within Council which include the following.

- Municipal Council
- Executive Mayor and Mayoral Committee
- Section 80 Committee

ADMINISTRATION COMPONENT

The Municipal Manager is assisted by Directors, to manage the Departments of:

- Finance
- Local and Economic Development
- Technical and Infrastructure Services
- Community Services
- Corporate Services
- Office of the Municipal Manager
- Office of the Executive Mayor

TABLE 107: MUNICIPAL COMMITTEES

COMMITTEES	FUNCTIONALITY	COMPOSITION
Audit Committee	Functional	External People
Supply Chain Committee	Functional	Internal Staff
Ward Committee	Functional	Community Members
Oversight Committee (MPAC)	Functional	Councillors
Section 80	Functional	Councillors and Officials
Mayoral Committee	Functional	MAYCO Councillors and Directors
IDP Steering Committee	Functional	MAYCO Councillors and Directors

TABLE 108: POLITICAL PARTIES

POLITICAL PARTY	WARD COUNCILLORS	PROPORTIONAL COUNCILLORS
African National Congress (ANC)	17	08
Democratic alliance (DA)	1	07
Economic Freedom (EFF)	0	03
Freedom Front Plus	0	01
Independent	2	0
TOTAL	20	19

TABLE 109: LIST OF COUNCILLORS

LIST OF COUNCILLORS			
NAME/CLLR		**WARD**	**NAME/CLLR**
Executive Mayor	Lindiwe Ursula Makhalema	1	TI Mofokeng
Council Speaker	Alderman PD Lengoabala	2	Moranye Moses Twala
CLLR:	Melusi Maswele	3	Desmond Bazil Michaels
CLLR:	Mmalewa Alina Maleka	4	Matsebetsebe David Motaung
CLLR:	Mpono Elizabeth Lekhoa	5	Thabiso Julius Mbambo
CLLR:	Matsiliso Aletta Mokoena	6	Jane Twala
CLLR:	Mmaneo Freda Mabuya	7	Tlaleng Martha Mofokeng
CLLR:	Hani Ellen Mokoena	8	Tjheta Makwa Harry Mofokeng
CLLR:	Gert Johannes Roetz	9	Bereng Francois Mokoena
CLLR:	Eric Teboho Motloung	10	Catherina Johanna van Niekerk
CLLR:	Phillip Arthur Maasdorp	11	Mavuso Daniel Shabalala
CLLR:	Nokunamba Anna Motaung	12	Johannes Mbozela Radebe
CLLR:	Moferefere Jafta Mokoena	13	Thabo Johanne Seekane
CLLR:	Johan Johannes Nhlapo	14	Tseki James Tseki
CLLR:	Dumazile Lucas Xaba	15	Modiehi Evelina Sempe
CLLR:	Mohloki Kantoor Mthombeni	16	Mmathuso Jacobs
CLLR:	Mapaseka Angel Motaung	17	Ausana Leah Rakhothule Mkhwanazi
CLLR:	Maleboto Veronica Oliphant	18	Nomgqibelo Emely Mabizela
CLLR:	Andi Wolmarans	19	Mafube St Vincent Mofokeng
		20	CLLR: David Lengoabala

FIGURE 6: LIST OF COUNCILLORS

TABLE 110: MAYCO MEMBERS

DEPARTMENT	CLLR
COOPERATE SERVICES	DB Michaels
INFRASTRUCTURE	MST V Mofokeng
IDP, PMS EVALUATION AND MONITORING	M Sempe
HUMAN SETTLEMENT & RURAL DEVELOPMENT	SM Jacobs
COMMUNITY SERVICES	MA Mokoena
LOCAL ECONOMIC DEVELOPMENT	Vacant
FINANCIAL VIABILITY	TJ TSEKI

TABLE 111: SCHEDULE OF MEETINGS BETWEEN OFFICE OF THE SPEAKER AND WARD COMMITTEES

DATE	TIME	VENUE
27 JULY 2017	10h00	BETHLEHEM TOWN HALL (SIDE HALL)
27 SEPTEMBER 2017	10h00	BETHLEHEM TOWN HALL (SIDE HALL)
27 NOVEMBER 2017	10h00	BETHLEHEM TOWN HALL (SIDE HALL)
05 JANUARY 2018	10h00	BOHLOKONG NEW HALL
05 MARCH 2018	10h00	BOHLOKONG NEW HALL
05 JUNE 2018	10h00	BOHLOKONG NEW HALL

3.3.18 PRIORITY 17: INTERNAL AUDIT

INTRODUCTION

The role and responsibility of internal audit unit of the municipality is to provide and support an effective internal audit service consistent with both relevant legislative requirements and adherence to the International Standards for the Professional Practice of Internal Auditing (“Standards”).

In order to ensure independence as required by the municipality’s governance principles, internal audit will have a functional reporting line to the audit committee and all administrative matters will be reported to the Municipal Manager.

Internal In order to ensure independence as required by the municipality’s governance principles, internal audit will have a functional reporting line to the audit committee and all administrative matters will be reported to the Municipal Manager.

Internal audit activity will remain free from interference by any element in the municipality, including matters of audit selection, scope, procedures, frequency, timing or report content to permit maintenance of a necessary independent and objective mental attitude.

FIGURE 7: INTERNAL AUDIT STRUCTURE

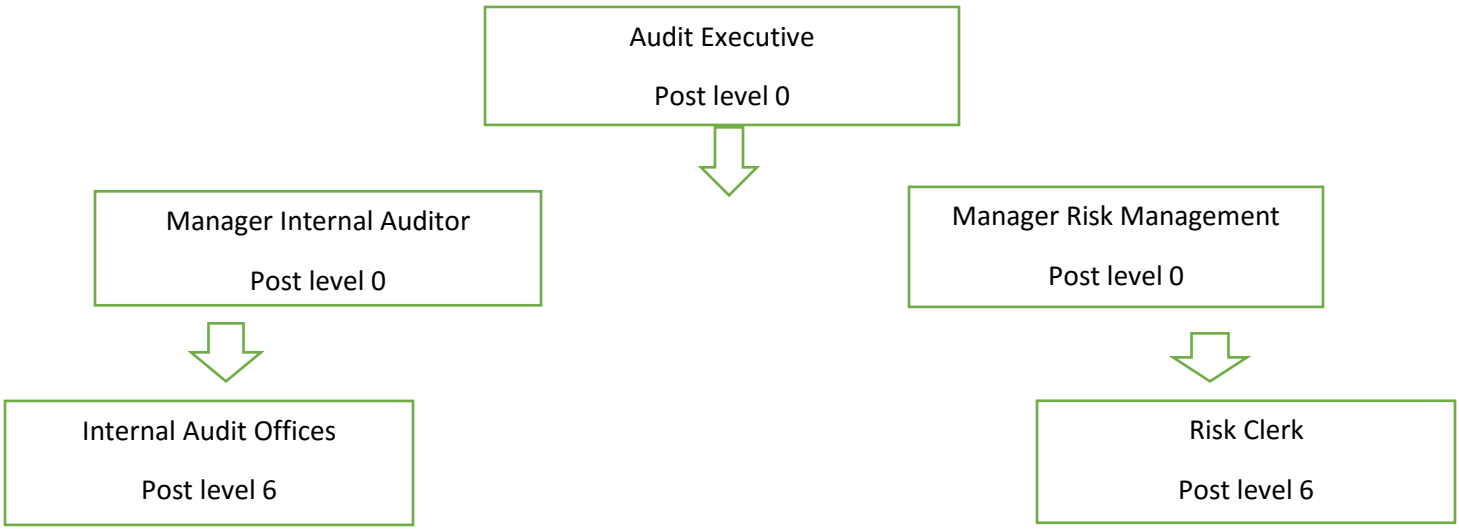


TABLE 112: AUDIT COMMITTEE MEMBERS

NAME & SURNAME	POSITION	INFORMATION
1.T Masejane	Chairperson	
2.V Sikaundi	Member	
3.MD Motaung	Member	
4.MJ Matlakala	Member	
5.TD Tshikundu	Member	To be appointed

CHAPTER 4: FINANCIAL VIABILITY

4.1 EXECUTIVE SUMMARY

The following is a summary of the main challenges facing the Finance Department of Dihlabeng Municipality during the next few years.

Multi- Year Budget with a three year commitment and a strategy for municipal revenue generation, grants over a medium to long term.

4.2 INTRODUCTION

The chapter translates the municipality overall strategic intent into a meaningful financial strategy and plan which covers the next medium term period.

- Key Budget assumptions
- Revenue and expenditure framework
- Operating revenue framework
- Operating expenditure framework
- Capital expenditure framework

The revenue and expenditure framework is a result of the municipality analysis and strategic planning phases and reflect what is needed over the medium term to address the municipality growth and development. The allocated capital budget is a short to medium term response to the funding needs.

4.3 EXPENDITURE

The maximum expenditure growth is determined by the National minister.

4.4 FINANCIAL STRATEGY

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The municipality's Business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate funds were transferred from low to high priority programmes so as to maintain sound financial stewardship. A critical view was also undertaken of expenditure on noncore and nice to have items.

The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore the municipality will undertake various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

The financial strategies of the municipality is to achieve the following:

- Stabilized debtor
- Sufficient cash flow to sustain both operations as well as internal capital spending
- Reduce long term debt from R 40 million to zero
- Grow the income base to reduce the burden of the residents and Businesses to sustain the operation of the municipality
- Reduce salary budget from 30% of expenditure to 20%
- Ensure a constant surplus in the financial year with an adequate provision for debt impairment

Develop a budget that is in line with needs of the people and is properly cash funded National Treasury's MFMA Circular No. 51, 54, 58,59,64,66 and 67 were used to guide the compilation of the 2020/2021 MTREF.

4.5 CHALLENGES FACING THE FINANCE DEPARTMENT

- Revenue collection
- Asset Management
- SCOA implementation
- High provision for doubtful debts

TABLE 113: CHALLENGES FACING FINANCE DEPARTMENT

KEY AREA	STATUS
Tariffs.	Tariff policy is approved. Pressure to implement higher increases with the added pressure of the electricity increases. This could make tariffs unaffordable for our consumers.
Supply Management.	The supply chain management policy is in place. The section is not fully staffed.
Staffing.	There are four out of five managerial vacancies, and revenue collection needs to be strengthened.
Payment of creditors.	The ability to pay creditors within 30 days is highly dependent on the collection of revenue.
Auditor General Findings.	Unqualified audit opinion, ATTACHED SEE SUMMARY OF DETAILED AUDIT FINDINGS (ANNEXURE A)

TABLE 114: FINANCIAL POLICIES

Policy	Availability
Assets Management Policy	Yes
Banking and Investment Policy	Yes
Budget Policy	Yes
Creditors Control and debt collection policy	Yes
Tariff policy	Yes
Petty cash policy	Yes
Indigent policy	Yes
Credit control By-law	Yes
Property rates policy	Yes
Property rates By-law	Yes
Computer and Cellphone policy	Yes
Disposal of land and other immovable assets policy	Yes
Writing off of bad Debts policy	Yes
Accounting policy	Yes
Rates policy	Yes
SCM (Supply Chain Policy)	Yes
Debt write off Policy	Yes

4.6 REVENUE FRAMEWORK

Tariff Setting

Tariff Setting is done annually with a projection for the next five years. The valuation roll has been finalized and a supplementary roll is done annually. Property rates should grow from 13% to at least 25% in the next five years.

Water

The Water tariffs of the municipality need to be revised to be more in line with market standards and the scarcity of the resource.

Sanitation

The Sanitation tariff structure needs to be realigned so that it becomes controllable by the residents

Electricity

With the exorbitant price increases forced on the municipality by Eskom it means the whole electricity tariff structure is jeopardized.

It is difficult to predict the tariff for electricity going forward as the NERSA allows ESKOM much higher increase than they allow municipalities. This places exceptional pressure on municipal gross profit margins.

Waste Removal services

Waste Removal is moving into a trend towards recycling. This means that with the implementation of a recycling works at the main refuse station it could lead to a reduction in the running costs of our landfill sites. The Municipality is currently paying approximately R20 million per annum to manage the site. If this can be reduced, it could have a significant impact on the tariff structure.

Other Tariffs

In the past the Municipality increases its sundry tariffs by a percentage each year. The Municipality will l need to do a cost analysis for all its tariffs to ensure that they charged correctly. In order to do this the municipality will need to break the sundry down and start with costing based on the 80/90 principle.

Equitable Share

The Equitable Share has been promulgated in the MTREF for the next three years. The Municipality will need to reduce its reliance on this grant, but will need to relook at its property rates charges to subsidies this. The municipality is not at the moment looking into this, but will need to set a project for the future.

TABLE 115: THREE YEAR BUDGET PROJECTIONS

FS192 Dihlabeng - Table A4 Budgeted Financial Performance (revenue and expenditure)				
Description	**Ref**	**2020/21 Medium Term Revenue & Expenditure Framework**		
R thousand	1	**Budget Year 2020/21**	**Budget Year +1 2021/22**	**Budget Year +2 2022/23**
Revenue By Source				
Property rates	2	160 262	169 778	172 778
Service charges - electricity revenue	2	230 353	243 430	248 430
Service charges - water revenue	2	77 486	82 135	82 135
Service charges - sanitation revenue	2	60 846	64 497	68 497
Service charges - refuse revenue	2	52 476	55 520	59 520
Rental of facilities and equipment		3 197	3 329	3 329
Interest earned - external investments		212	225	225
Interest earned - outstanding debtors		36 267	39 043	39 043
Dividends received		1 050	1 100	1 100
Fines, penalties and forfeits		2 612	2 953	2 953
Licences and permits		148	157	157
Agency services				
Transfers and subsidies		183 771	197 316	199 900
Other revenue	2	8 319	29 583	29 583
Gains on disposal of PPE		–	–	–
Total Revenue (excluding capital transfers and contributions)		**816 999**	**889 066**	**907 650**
Expenditure By Type				
Employee related costs	2	284 162	303 846	308 846
Remuneration of councillors		17 833	18 906	20 973
Debt impairment	3	101 368	104 887	108 887
Depreciation & asset impairment	2	84 263	89 101	94 101
Finance charges		9 752	10 337	12 337
Bulk purchases	2	176 550	190 909	195 909
Other materials	8	13 757	14 907	14 907
Contracted services		77 642	83 735	88 835
Transfers and subsidies		4 620	5 247	5 247
Other expenditure	4, 5	29 004	32 661	32 661
Loss on disposal of PPE		–	–	–
Total Expenditure		**798 951**	**854 535**	**882 702**
Surplus/(Deficit)		**18 048**	**34 531**	**24 948**

TABLE 116: AFFORDABLE RANGE

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17	2017/18 Medium Term Revenue & Expenditure Framework					
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019 /2020
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		18,96	20,19	20,19	20,90	20,90	20,90	3,5%	21,63	22,93	24,30
Electricity: Basic levy									–	–	–
Electricity: Consumption									–	–	–
Water: Basic levy										–	–
Water: Consumption		156,46	166,63	177,29	183,50	183,50	183,50	5,8%	194,14	205,79	218,13
Sanitation		89,50	95,32	101,42	104,97	104,97	104,97	6,0%	111,27	117,94	125,02
Refuse removal		125,80	133,97	142,55	147,54	147,54	147,54	6,0%	156,39	165,78	175,72
Other											
sub-total		**390,71**	**416,11**	**441,45**	**456,90**	**456,90**	**456,90**	**5,8%**	**483,43**	**512,43**	**543,18**
VAT on Services											
Total small household bill:		**390,71**	**416,11**	**441,45**	**456,90**	**456,90**	**456,90**	**5,8%**	**483,43**	**512,43**	**543,18**
% increase/-decrease			**6,5%**	**6,1%**	**3,5%**	**–**	**–**		**5,8%**	**6,0%**	**6,0%**

TABLE 117: REVENUE

Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)												
Strategic Objective	**Goal**	**Goal Code**	**Ref**	**2016/17**	**2017/18**	**2018/19**	**Current Year 2019/20**			**2020/21 Medium Term Revenue & Expenditure Framework**		
R thousand				**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2020/21**	**Budget Year +1 2021/22**	**Budget Year +2 2022/23**
NATIONAL OUCTOME 12 - AN EFFICIENT, EFFECTIVE AND DEVELOPMENT-ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP				–	52 721	75 287	59 417	59 417	59 417	57 096	60 590	64 590
NATIONAL OUTCOME 9 - A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM				–	283 295	319 761	360 480	360 480	360 480	385 658	435 276	440 860
NATIONAL OUTCOME 6 - AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK				–	317 695	343 691	356 341	365 441	365 441	373 816	392 750	401 750
NATIONAL OUTCOME 4 - DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH				–	756	985	403	403	403	429	451	451
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	**–**	**654 466**	**739 725**	**776 641**	**785 741**	**785 741**	**816 999**	**889 066**	**907 650**

TABLE 118: BUDGET BY MAIN VOTE

A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote Description	**Ref**	**2016/17**	**2017/18**	**2018/19**	**Current Year 2019/20**			**2020/21 Medium Term Revenue & Expenditure Framework**		
R thousand		**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2020/21**	**Budget Year +1 2021/22**	**Budget Year +2 2022/23**
Revenue by Vote	1									
Vote 01 - Corporate Services		1 961	2 883	5 453	2 800	2 800	2 800	2 912	3 028	3 028
Vote 02 - Office Of The Municipal Manager		1 422	1 409	1 301	–	–	–	–	–	–
Vote 03 - Political Office		144 304	129 764	147 861	164 487	164 487	164 487	178 688	194 516	197 000
Vote 04 - Financial Services		151 065	149 239	165 146	193 193	193 193	193 193	204 058	237 731	240 831
Vote 05 - Public Works		346 886	374 715	410 599	418 349	427 449	427 449	446 483	458 135	472 346
Vote 06 - Community Services		58 972	52 721	75 287	59 417	59 417	59 417	57 096	60 590	64 590
Vote 07 - Local Economic Development		275	756	985	403	403	403	429	451	451
Total Revenue by Vote	2	**704 885**	**711 487**	**806 632**	**838 649**	**847 749**	**847 749**	**889 666**	**954 451**	**978 246**
Expenditure by Vote *to be appropriated*	1									
Vote 01 - Corporate Services		43 974	71 894	107 918	50 099	46 074	46 074	54 153	58 399	63 399
Vote 02 - Office Of The Municipal Manager		72 177	77 578	83 903	114 750	108 527	108 527	121 465	129 965	131 965
Vote 03 - Political Office		60 192	50 890	58 243	43 178	43 716	43 716	46 873	49 051	51 118
Vote 04 - Financial Services		109 017	123 103	86 865	113 898	116 728	116 728	101 512	113 120	115 220
Vote 05 - Public Works		335 207	427 166	553 549	375 788	385 054	385 054	398 555	422 815	439 815
Vote 06 - Community Services		73 106	72 046	115 399	61 688	58 027	58 027	64 720	68 688	68 688
Vote 07 - Local Economic Development		11 839	10 457	12 876	11 321	13 200	13 200	11 673	12 497	12 497
Total Expenditure by Vote	2	**705 511**	**833 134**	**1 018 753**	**770 722**	**771 325**	**771 325**	**798 951**	**854 535**	**882 702**
Surplus/(Deficit) for the year	2	**(627)**	**(121 648)**	**(212 121)**	**67 926**	**76 424**	**76 424**	**90 715**	**99 916**	**95 544**

TABLE 119: BUDGET ALIGNMENT WITH STRATEGIC OBJECTIVES

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019 /2020 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019 /2020	Budget Year +1 2020/21	Budget Year +2 2021/22
Corporate Services	Stable labour force			449	366		3 260	3 260	3 260	25 207	26 664	28 205
Corporate governance	Accountable Government			1 511	1 422		1 333	1 333	1 333	–	–	–
Service delivery	Services to all				3 960		426 133	426 133	426 133	360 717	382 332	405 215
	Civil engineering roads			17								
	Civil engineering sewerage			47 941	52 674							
	Civil engineering water			67 571	74 271							
	Electrical engineering			141 205	219 196							
Political leadership	Political stability			130 095	144 304		178 683	178 683	178 683	163 327	178 687	189 408
LED	Economic development			15 403	275		306	306	306	403	427	453
Community welfare	Healthy environment			60 343	58 972		58 122	58 122	58 122	56 695	60 390	64 306
Financial management	Financial Accountability			147 431	151 065		293 884	293 884	293 884	193 193	207 225	241 926
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	**611 965**	**706 505**	**–**	**961 720**	**961 720**	**961 720**	**799 542**	**855 725**	**929 514**

TABLE 120: BUDGET SOURCE OF INCOME

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019 /2020 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019 /2020	Budget Year +1 2020/21	Budget Year +2 2021/22
RECEIPTS:	1,2									
Operating Transfers and Grants										
National Government:		**133 466**	**129 263**	**134 964**	**150 631**	**150 631**	**150 631**	**165 562**	**181 354**	**192 408**
Local Government Equitable Share		125 216	124 304	129 764	147 861	147 861	147 861	163 327	178 687	189 408
Municipal Systems Improvement		930								
Finance Management		1 600	1 625	1 700	1 770	1 770	1 770	2 235	2 667	3 000
Water Services Operating Subsidy		2 720								
EPWP Incentive		1 000	1 000	1 000	1 000	1 000	1 000			
Library grant		2 000	2 334	2 500						
Total Operating Transfers and Grants	5	**133 466**	**129 263**	**134 964**	**150 631**	**150 631**	**150 631**	**165 562**	**181 354**	**192 408**
National Government:		**78 008**	**62 889**	**69 281**	**72 914**	**72 914**	**72 914**	**77 371**	**85 211**	**91 249**
Municipal Infrastructure Grant (MIG)		37 428	36 892	39 281	37 914	37 914	37 914	38 648	40 679	43 425
Water Services Infrastructure Grant				15 000	20 000	20 000	20 000	14 323	15 110	16 017
Regional Bulk Infrastructure		35 580	25 997	15 000	5 000	5 000	5 000	20 000	23 000	25 000
Electricity Demand Side Management		5 000			10 000	10 000	10 000	4 400	6 422	6 807
Total Capital Transfers and Grants	5	**78 008**	**62 889**	**69 281**	**72 914**	**72 914**	**72 914**	**77 371**	**85 211**	**91 249**
TOTAL RECEIPTS OF TRANSFERS & GRANTS		**211 474**	**192 152**	**204 245**	**223 545**	**223 545**	**223 545**	**242 933**	**266 565**	**283 657**

TABLE 121: MBRR TABLE SA4 - RECONCILIATION BETWEEN THE IDP STRATEGIC OBJECTIVES AND BUDGETED REVENUE

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019 /2020 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019 /2020	Budget Year +1 2020/21	Budget Year +2 2021/22
Corporate Services	Stable labour force			449	366		3 260	3 260	3 260	25 207	26 664	28 205
Corporate governance	Accountable Government			1 511	1 422		1 333	1 333	1 333	–	–	–
Service delivery	Services to all				3 960		426 133	426 133	426 133	360 717	382 332	405 215
	Civil engineering roads			17								
	Civil engineering sewerage			47 941	52 674							
	Civil engineering water			67 571	74 271							
	Electrical engineering			141 205	219 196							
Political leadership	Political stability			130 095	144 304		178 683	178 683	178 683	163 327	178 687	189 408
LED	Economic development			15 403	275		306	306	306	403	427	453
Community welfare	Healthy environment			60 343	58 972		58 122	58 122	58 122	56 695	60 390	64 306
Financial management	Financial Accountability			147 431	151 065		293 884	293 884	293 884	193 193	207 225	241 926
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	**611 965**	**706 505**	**–**	**961 720**	**961 720**	**961 720**	**799 542**	**855 725**	**929 514**

TABLE 122: MBRR TABLE SA5 - RECONCILIATION BETWEEN THE IDP STRATEGIC OBJECTIVES AND BUDGETED OPERATING EXPENDITURE

Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal		Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
NATIONAL OUCTOME 12 - AN EFFICIENT, EFFECTIVE AND DEVELOPMENT-ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP				–	72 046	115 399	61 688	58 027	58 027	64 720	68 688	68 688
NATIONAL OUTCOME 9 - A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM				–	323 465	336 929	321 924	315 045	315 045	324 004	350 535	361 702
NATIONAL OUTCOME 6 - AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK				–	427 166	553 549	375 788	385 054	385 054	398 555	422 815	439 815
NATIONAL OUTCOME 4 - DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH				–	10 457	12 876	11 321	13 200	13 200	11 673	12 497	12 497
Allocations to other priorities												
Total Expenditure			1	**–**	**833 134**	**1 018 753**	**770 722**	**771 325**	**771 325**	**798 951**	**854 535**	**882 702**

TABLE 123: MBRR TABLE SA7 - RECONCILIATION BETWEEN THE IDP STRATEGIC OBJECTIVES AND BUDGETED CAPITAL EXPENDITURE

SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)												
Strategic Objective	**Goal**	**Goal Code**	**Ref**	**2016/17**	**2017/18**	**2018/19**	**Current Year 2019/20**			**2020/21 Medium Term Revenue & Expenditure Framework**		
R thousand				**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2020/21**	**Budget Year +1 2021/22**	**Budget Year +2 2022/23**
NATIONAL OUCTOME 12 - AN EFFICIENT, EFFECTIVE AND DEVELOPMENT-ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP				–	439	127	1 140	862	862	1 213	1 288	1 288
NATIONAL OUTCOME 9 - A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM				–	3 499	2 588	460	2 194	2 194	10 395	10 411	10 411
NATIONAL OUTCOME 6 - AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK				–	50 899	5 988	65 708	68 610	68 610	92 527	89 165	95 144
NATIONAL OUTCOME 4 - DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH				–	157	–	80	185	185	90	100	100
Allocations to other priorities			3									
Total Capital Expenditure			1	**–**	**54 994**	**8 702**	**67 388**	**71 851**	**71 851**	**104 225**	**100 964**	**106 943**

TABLE 124: HOUSEHOLD BILLS: MIDDLE INCOME RANGE

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019 /2020 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019 /2020	Budget Year 2019 /2020	Budget Year +1 2020/21	Budget Year +2 2021/22
Rand/cent								**% incr.**			
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		529,95	564,40	564,40	584,15	584,15	584,15	3,5%	604,60	640,87	679,32
Electricity: Basic levy		140,64	149,79	159,40	164,98	164,98	164,98	7,5%	177,35	187,99	199,27
Electricity: Consumption		1 351,13	1 438,96	1 531,05	1 584,64	1 584,64	1 584,64	8,5%	1 719,33	1 822,49	1 931,84
Water: Consumption		267,07	284,43	302,63	313,22	313,22	313,22	5,8%	331,39	351,27	372,35
Sanitation		179,01	190,64	202,84	209,94	209,94	209,94	6,0%	222,54	235,89	250,04
Refuse removal		125,80	133,97	142,54	147,53	147,53	147,53	6,0%	156,38	165,76	175,71
sub-total		**2 593,60**	**2 762,18**	**2 902,86**	**3 004,46**	**3 004,46**	**3 004,46**	**6,9%**	**3211,58**	**3404,28**	**3 608,54**
Total large household bill:		**2 593,60**	**2 762,18**	**2 902,86**	**3 004,46**	**3 004,46**	**3 004,46**	**6,9%**	**3211,58**	**3404,28**	**3 608,54**
% increase/-decrease			**6,5%**	**5,1%**	**3,5%**	**–**	**–**		**6,9%**	**6,0%**	**6,0%**

TABLE 125: INDIGENTS HOUSEHOLDS RECEIVING FREE BASIC SERVICES

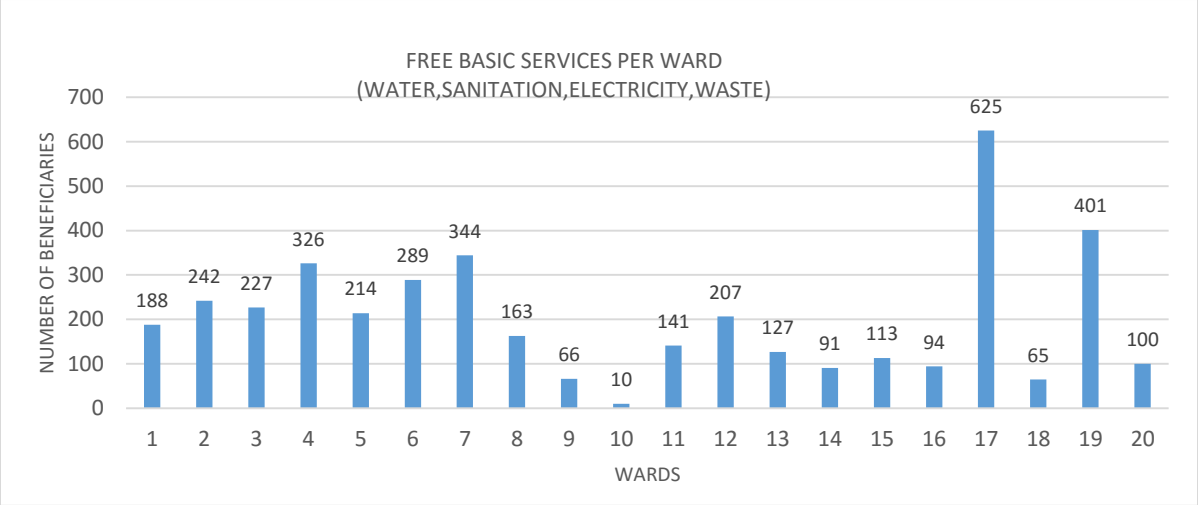
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19	2019 /2020 Medium Term Revenue & Expenditure Framework					
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019 /2020	Budget Year 2019 /2020	Budget Year +1 2020/21	Budget Year +2 2021/22
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		18,96	20,19	20,19	20,90	20,90	20,90	3,5%	21,63	22,93	24,30
Water: Consumption		26,86	28,61	30,44	31,51	31,51	31,51	5,8%	33,33	35,33	37,45
Sanitation		89,50	95,32	101,42	104,97	104,97	104,97	6,0%	111,27	117,94	125,02
Refuse removal		125,80	133,97	142,54	147,53	147,53	147,53	6,0%	156,38	165,76	175,71
sub-total		**261,12**	**278,09**	**294,59**	**304,90**	**304,90**	**304,90**	**5,8%**	**322,61**	**341,97**	**362,48**
VAT on Services		33,90	38,93	44,38	45,93	45,93	45,93	6,0%	48,69	51,61	54,71
Total small household bill:		**295,02**	**317,03**	**338,97**	**350,83**	**350,83**	**350,83**	**5,8%**	**371,30**	**393,58**	**417,19**
% increase/-decrease			**7,5%**	**6,9%**	**3,5%**	**–**	**–**		**5,8%**	**6,0%**	**6,0%**

TABLE 181: FREE BASIC SERVICES: (INDIGENTS)

WATER	NUMBER	SANITATION	NUMBER	ELECTRICITY	NUMBER	WASTE REMOVAL	NUMBER
Nr of Indigent (poor) beneficiaries	3 367	Nr of Indigent (poor) beneficiaries	3 367	Nr of Indigent (poor) beneficiaries	2 944	Nr of Indigent (poor) beneficiaries	3 367
Nr of other beneficiaries (non-indigent)	0	Nr of other beneficiaries non-indigent)	0	Nr of other beneficiaries non-indigent)	423	Nr of other beneficiaries (non-indigent)	0
Total beneficiaries	3 367	Total beneficiaries	3 367	Total beneficiaries	3 367	Total beneficiaries	3 367
Level of services e.g. 6 kilo liters per household	6 kl	Level of services e.g. VIP toilets	None	Level of services e.g. 50 kw per household	50 kw	Level of services e.g. type of subsidy	Full

Municipal data

GRAPH 46: FREE BASIC SERVICES PER WARD



Municipal data

CHAPTER 5: STRATEGIC CONTEXT

5.1 INTRODUCTION

The South African Constitution assigns municipalities the duty of ensuring the provision of basic Services; promoting social and economic development and a safe and healthy environment in which to live and work. This chapter outlines Dihlabeng Local municipal objectives and strategies.

FIGURE 8: HIERARCHY OF PLANS INFORMING DIHLABENG LOCAL MUNICIPALITY DELIVERY AGENDA

National & Provincial agenda
Government priorities and focus are set at both National and Provincial level.
District agenda
District plans (SDF, IDP and District Management area/ Land use Guidelines).
Integrated Development Plan
Five year plan linked to long term goals: i.e. breaking down DLM long term objectives into five year strategic planning.
SDBIP and Business Plans
Annual Business planning by departments linked to achieving objectives outlined in the IDP.

5.2 VISION, MISSION AND STRATEGIC DEVELOPMENT OBJECTIVES

- **VISION:**

To be people centered, people driven and self- sufficient municipality committed to the provision of effective and quality services to its community".

- **MISSION:**

A mission statement reflect the way in which Dihlabeng Local Municipality will conduct its everyday tasks. It describes the purposes of the Municipality and the area on which the Municipality should focus in order to achieve its vision

"To provide effective and efficient people centered governance that will facilitate the developmental role of Local Government".

- **STRATEGIC DEVELOPMENT OBJECTIVES**

Our approach propels the local authority to continue towards building the Developmental State and we will continue to:

- Provide democratic and accountable government for local communities.
- Be responsive to the needs of the local community.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote safe and healthy environment.
- Encourage the involvement of communities and community organizations in the matters of local government.
- Facilitate the culture of public service and accountability amongst its staff and
- Assign clear responsibilities for the management and co-ordination of administrative units and mechanisms.
- **KEY PRIORITIES**

- Basic Services and Infrastructure Development.
- Local Economic Development.
- Institutional Development and Transformation.
- Good Governance and Transformation.
- Financial Viability and Management.

- **CORE VALUES**

Values are the nexus to our future progress and they are an expression of our emotionalized truths. They serve to guide our decision making and conduct. It is the Devine to the minds of men and women of Dihlabeng to seek and pursue a better life for all, and in no particular order of significance, they are: Dedication, Discipline, Sacrifice and Accountability.

TABLE 126: STRATEGIC GOALS AND PRIORITY AREAS

KPA 1.1: Basic Services and Infrastructure Development. (Ensure the provision of services to communities in a sustainable manner).	
Water and Sanitation.	**Roads and Storm Water.**
Bulk Services, Install and Maintain Installation & maintenance of Reticulation systems in urban & rural areas. Installation and maintenance of appropriate sanitation facilities in rural and Urban areas. Water provision to informal settlements and farm dwellers in rural areas. Maintenance of existing infrastructure. Upgrading and refurbishment of existing Infrastructure and equipment. Participate in the Blue and Green drop incentive by DWA.	Construction of new roads. Installation of Storm water systems. Maintenance of Roads & storm water systems. Construction of paved walkways. Maintenance and upgrading of equipment. Rehabilitation of roads according to PMS Upgrade storm water systems. Maintenance and upgrade of bridges. Construction of new bridges.
Electricity	
Bulk services. Maintenance and upgrading of existing network. Electrification of new developments (Residential, industrial and commercial). Sustainability of power supply Integrated Energy Management. Area lighting. Energy measurement and quantifying. Cognizance to climate change. Anti-tamper management system.	

KPA 1.2: Basic Services and Infrastructure Development. (Ensure the provision of services to communities in a sustainable manner).	
Parks & Cemeteries. Development of Parks and maintenance of Graves.	**Sports Arts and Culture.** Maintenance of Sports facilities e.g. (Stadiums, Heritage sites)
Public Safety, Emergency and Fire services. Promote healthy environment. Rendering of Fire services. And enforcing Traffic laws. Disaster Management.	**Libraries.** Construction and maintenance of Libraries.

KPA 2: Local Economic Development: Promote social and economic development.	
Agriculture. Enabling environment for Agronomic growth and development.	**Tourism.** Enabling environment for Tourism and growth.
Airfield. Enabling economic development through aviation.	**Small Medium Enterprises.** Development of small businesses.

KPA 3: Institutional Development and Transformation. Facilitate the culture of public service and accountability amongst its staff.	
Human Resources and Performance Management. HR Skills Development. Labour Relations. Recruitment, Selection, Retention, Exit. Policy & Procedure. Internal Business processes. Performance Management System.	

KPA 4: Good Governance and Public Participation: Encourage the community and organizations in the matters of local government.	
Ward Committees management. Communications Public participation Fraud and Corruption Risk Management Reporting (Auditing)	

KPA 5: Financial Viability:	
Provide sound financial management. Budgeting Supply Chain Management Revenue Management Expenditure Management Assets Management	

5.3 NATIONAL AND PROVINCIAL ALIGNMENT

TABLE 127: NATIONAL AND PROVINCIAL ALIGNMENT

Sustainable Developmental Goals	National Development Plan (NDP)	Free State Growth Development Strategy (FSGDS)	Outcomes	Medium Term Strategic Framework (MTSF)	Municipal Priorities	Municipal Strategic Objectives
Ensure availability and sustainable management of water and sanitation for all.	Ensure that all people have access to clean, potable water, and that there is enough water for agriculture and industry.	Provide new basic infrastructure at local level (Water, Sanitation and electricity).	**Outcome 11: Output2**: Improving access to basic services;	Improve water quantity and quality management.	**Water and Sanitation,**	To increase the No of Households with Access to water from 96.8% to 100% by 2022. To Increase the number of Households with Access to sanitation from 85.4% to 100% by 2022.
Ensure access to affordable, reliable, sustainable and modern energy for all.	Electricity Grid should rise to at least 90% by 2030, with non-grid options available for the rest.	Provide new basic infrastructure at local level (Water, Sanitation and electricity).	**Outcome 6:** **An efficient,** competitive and responsive economic infrastructure network.		**Electricity,**	To Increase the number of Households with Access to electricity from 90.4% to 100% by 2022.
		Develop and maintain an efficient road, rail and public transport network		Improve and preserve national, provincial and local road infrastructure.	**Storm water.**	To improve access to Municipal roads and provision of trafficable Municipal roads to 46 857 HH around DLM by 2022
Make cities and Human Settlements inclusive, safe, resilient and sustainable.	Upgrade all informal settlement on suitable well located land by 2030.	Promote and support integrated, inclusive, sustainable human settlements	**Outcome 7:** Comprehensive rural development. **Outcome 8**: Sustainable human settlements and Improve quality of life.	Create sustainable Human Settlement and improved quality households.	**Human Settlement:** Housing and sites.	Acquire no? Hectares of land for future Human Settlement development
	Absolute reductions in the total volume of waste disposed to landfill each year.	Maintain and upgrade basic infrastructure at local level	**Outcome 2**: improve health and life Expectancy.	Implement a waste management system that reduces waste going to landfills.	**Refuse Removal and Solid Waste.**	To provide effective Refuse Removal & Solid Waste Disposal to 46 857 Households and commercial businesses around DLM by 2022.
Take urgent action to combat climate change and its impact. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	A set of indicators for natural resources accompanied by publication of annual reports on the health of identified resources to inform policy.	Broaden environmental capacity and skills in the environment sector and in the cross sect oral situation.	**Outcome 10:** Protect and Enhance our Environmental assets and natural resources.	Enhance environmental awareness and consciousness.	**Environment**	Increase awareness, through educating communities about environmental issues, and how to preserve the environment by 2022.

Ensure healthy life's and promote wellbeing for all at all ages.	Improving public service and spaces as well as building integrated facilities in communities to ensure sharing of common spaces across race and class.	Promote effective and efficient sport and recreation development.		Provide sports recreation facilities, and ensure maintenance thereof. Promote Heritage and culture.	**Sports Arts and Culture**	To create an enabling environment for the participation of different sporting codes.
	Put 1 place regularly framework for land use, to ensure the conservation and restoration of protection area.	Conserve and consolidate functional natural areas.		Merge natural areas through public private partnership, as conservancies or private nature reserves.	**Parks and Cemeteries**	Development and maintenance of parks, open spaces and nature reserve
Protect restore and promote sustainable use of terrestrial ecosystems, sustainably manage forest, combat desertification, and halt and reverse land degradation and biodiversity loss.	Increase community participation in crime prevention and safety initiatives.	Intensify and expand the community policing forum programme		Promote community participation in crime prevention and safety initiatives.	**Public Safety, Emergency and Fire services.**	To manage, prevent and reduce the risk of Disasters
		Creation of decent work and sustainable livelihoods	**Outcome 4**: Decent employment through inclusive economic growth **Outcome 11: Output 3**: Implementing the Community Work Programme;		**Agriculture Tourism SMME's**	Enabling environment for SMME growth and development. Enabling environment for Agronomic growth and development. Enabling environment for Tourism growth and development.
		Develop a skilled and capable public service workforce to support the growth and development trajectory for the province.	**Outcome 5:** A skilled and capable workforce to support an inclusive growth path.		**Skills Development**	Skills Development and Employee Wellness.

5.4 TABLE 182: BUDGETED PROGRAMMES AND PROJECTS (CAPITAL PROJECTS)

PRIORITISED PROJECTS FOR 2020/2021

PROJECT DESCRIPTION	SOURCE OF FUNDING	Planned Expenditure2020/2021		
WATER AND SANITATION				
Installation of water network for 1000 sites in Metati by 2020.	MIG	R 1 750 292,23		
Upgrading of Caledon Raw Water Abstraction Point in Fouriesburg.	MIG	R 12 284 066		
Construction of 44 KM Raw water pipe line from Bethlehem to Fouriesburg completed by 2022/2023	MIG	R 20 000 000		
Installation of sewer networks for 1000 sites in Metati by 2020.	MIG	R 3 999 992,00		
Upgrading of Fouriesburg Wastewater Treatment Works from 1.1 ML/per day to 2.2 ML/per day competed by 2019 /2020 financial year.	MIG	R 4,549,987		
La Province Sewer pump Station and Rising Main upgraded by 2020.	MIG	R 1 457 334		
Refurbishment of Bethlehem Waste Water Treatment Works.	MIG	R 581 600		
Mashaeng upgrading of Sewage and 2.2ML Waste Water Treatment works (MIS: 2114481)	MIG	R 450 000 00		
Bethlehem, Bakenpak construction of water and sewer networks.	HSDG	R19 500 000		
Paul Roux construction of water and sewer networks (750) satellite.	HSDG	R 12 000 000		
ROADS AND STORM WATER				
Construction of 1.6km block paved roads and storm water channel Clarens/Kgubetswana	MIG	R 15 389 875 49		
Construction of 1.4 km blocked Paved Road and storm water channels in Fateng tse Ntsho completed by 2021.	MIG	R 11 891 623.25		
Nkitsing reconstruction of 3.5km tarred road to blocked paved road Bohlokong (MIS: 342587)	MIG	R7 266 119,62		
ELECTRICITY				
Construction of 11 high mast lights and 4 flood lights at the Bohlokong Stadium.	MIG	R14 000 000		
HUMAN SETTLEMENT				
Bethlehem, Bakenpak Ext 5 (Vogelfontein) 500 units.	HSDG	R 3 965 400		
Bethlehem, Bakenpak Ext 5 (Vogelfontein) 500 units	HSDG	R4 519 400		
Bethlehem, Bakenpak Ext 6 and 7 70 units.	HSDG	R 11 150 900		

Dihlabeng accreditation support level 1.	HSDG	R500 000		
Dihlabeng restructuring zone. Phase 1.	HSDG	R 6 600 000		
SPORTS				
100% Upgrading of 2nd sports and recreational facility at phase 7.	MIG	R1 000 000		
Resealing of Bohlokong Multipurpose courts in ward 9.	MIG	R700 000		
CEMETERIES				
Development of 2 new playing parks in Bohlokong.	MIG	R1 820 000,00		
Mautse Rosendal Construction of new Cemetery (MIS 341112)	MIG	R1 687 907,92		
Kgubetswana:Development of cemetery.	MIG	R8 546 991,13		

5.4 KPA 1: ACCELLERATED SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (MSCOA ALIGNED)

PRIORITY 1: WATER OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	

WATER

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECTS	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW/ REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
To increase the No of Households with Access to water from 96.8% to 100% by 2022.	1000 additional households to be provided with water connections by 2021 in Rosendal. Access to water increased from 96.8% to 98.9% by 2021.	0	Installation of water network for 1000 sites in Metati.	MIG	R 1 750 292	R0	R0	RO	RO	Funded	28.5043° S 27.9308° E		15	1
	Caledon Abstraction Upgraded by 2021.	0	Upgrading of Caledon Raw Water Abstraction Point in Fouriesburg.	MIG	R 12 284 066	R0	R0	RO	RO	Funded	28.6155° S 28.2089° E		12, 13 ,14	1
	44 km Raw water pipe line constructed by 2023.	0	Construction of 44 KM Raw water pipe line from Bethlehem to Fouriesburg completed by 2022/2023.	MIG	R20 000 000	R0	R0	RO	RO	Funded	28.6155° S 28.2089° E		12, 13 ,14	1
	Clarens water purification works upgraded by 2021.	0	Clarens/Kgubetswana: Upgrading of the water purification works (163894)	MIG	R 750 775 83	R0	R0	RO	RO	Funded			20	1
	Clarens Raw Water Abstraction Point Rising Main upgraded by 2021.		Kgubetswana: Upgrading of Raw Water Abstraction Point Rising Main to the raw water dam and gravity lain to the Water Treatment Works.	Internal	R0	R0	RO	RO	RO	Unfunded			20	1

PRIORITY 2: SANITATION OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	

SANITATION

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECTS	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS COD	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
To Increase the number of Households with Access to sanitation from 85.4% to 100% by 2022	1000 additional households to be provided with sanitation connections by 2021 in Rosendal. Access to water increased from 85.4% to 100% by 2021.	0	Installation of sewer networks for 1000 sites in Metati by 2020	MIG	R 3 999 992	R0	R0	R0	R0	Funded	28.5043° S 27.9308° E		15	2
	Fouriesburg Wastewater Treatment Works upgraded from 1.1 ml to 2.2 ml by 2021.	0	Upgrading of Fouriesburg Wastewater Treatment Works from 1.1 ML/per day to 2.2 ML/per day competed by 2020 /2021 financial year.	MIG	R 4 549 987	R0	R0	R0	R0	Funded	28.6155° S 28.2089° E		12,13, 14	2
	La Province Sewer pump Station and Rising Main upgraded by 2021.	0	Upgrading of La Province Sewer pump Station and Rising Main by 2021.	MIG	R 1 457 334	R0	R0	R0	R0	Funded			10	2
	Bethlehem Waste Water Treatment Works Refurbished by 2021.	0	Refurbishment of Bethlehem Waste Water Treatment Works.	MIG	R 581 600	R0	R0	R0	R0	Funded				2
	Fateng Tse Ntsho waste treatment water works upgraded by 2021.	0	Fateng Tse Ntsho: Upgrading of waste treatment water works.	MIG	R 7 266 119	R0	R0	R0	R0	Funded			17	2

	Bethlehem, Bakenpak water and sewer networks constructed by 2021	0	Bethlehem, Bakenpak construction of water and sewer networks.	HSDG	R 19 500 000	R0	R0	R0	R0	Funded			3	2
	Paul Roux water and sewer networks for(750) satellite constructed by 2021	0	Paul Roux construction of water and sewer networks (750) satellite.	HSDG	R 12 000 000	R0	R0	R0	R0	Funded			17	2

PRIORITY 3: ROADS AND STORM WATER OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	**MSCOA CODE**	**SERVICE DELIVERY OBJECTIVES**	**MSCOA CODE**	**IDP OWN STRATEGIC OBJECTIVE**	**MSCOA CODE**	**OWN PROJECT DESCRIPTION**	**MSCOA CODE**	**IDP CODE IDENTIFIED ACCORDING TO PRIORITY No**
ACCELERATED SERVICE DELIVERY	**1**	**IMPROVED SERVICE DELIVERY**	**6**	**COMPLIANCE WITH CONSTITUTIONAL MANDATE**	**11**	**PROVISION OF ESSENTIAL SERVICES**	**16**	

ROADS AND STORM WATER

IDP STRATEGIC OBJECTIVE	**Key Performance Indicator**	**BASELINE**	**PROJECTS**	**FUNDING SOURCE**	**BUDGET ALLOCATION**					**PROGRAM STATUS**	**GPS COD**	**NEW REPLACE**	**WARD**	**IDP CODE**
					2020 /2021	**2021/2022**	**2022/2023**	**2023/2024**	**2024/2025**					
To improve access to Municipal roads and provision of trafficable Municipal roads to 140 044 HH around DLM	Clarens/Kgubetswana 1.6km block paved roads and storm water channel contructed by 2021.		Construction of 1.6km block paved roads and storm water channel Clarens/Kgubetswana.	MIG	R 15 389 875	R0	R0	R0	R0	Funded			20	3
	Fateng tse Ntsho 1.4 km blocked Paved Road and storm water channels constructed by 2021.		Construction of 1.4 km blocked Paved Road and storm water channels in Fateng tse Ntsho completed by 2021.	MIG	R 15 389 875	R0	R0	R0	R0	Funded			17	3
	Nkitsing 3.5km tarred road to blocked paved road in Bohlokong constructed by 2021		Nkitsing reconstruction of 3.5km tarred road to blocked paved road Bohlokong (MIS: 342587)	MIG	R 7 266 119	R0	R0	R0	R0	Funded			1	3

	road linking Fateng se Ntsho and new Fateng Tse Ntsho extention upgraded by 2021.		Fateng Tse Ntsho:Upgrading of road linking Fateng se Ntsho and new Fateng Tse Ntsho extention	Internal	R0	R0	R0	R0	R0	Unfunded			17	3
	Kgubetswana roads to retain the town character graveled by 2021.		Kgubetswana: Garvelling of clarens roads to retain the town character.	Internal	R0	R0	R0	R0	R0	Unfunded				3
	Lomond 2.6km tarred road and stormwater channel constructed by 2021		Bohlokong – construction of Lomond 2.6km tarred road and stormwater channel.	Internal	R0	R0	R0	R0	R0	Unfunded				

PRIORITY 4: ELECTRICITY OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	

ELECTRICITY

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECTS	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
To Increase the number of Households with Access to **e**lectricity from 85% to 100% by 2022	11 high mast lights and 4 flood lights at the Bohlokong Stadium constructed by 2021.		Construction of 11 high mast lights and 4 flood lights at the Bohlokong Stadium.	MIG	R 14 000 000	R0	R0	R0	R0	Funded				4
	Bohlokong Extension 4 electrified by 2021.	0	Electrification of Bohlokong Extension 4.	-	R0	R0	R0	R0	R0	Unfunded				4
		0	Construction of Bakenpark Ext 5 Phase 1 Bulk Infrastructure 5km feeder line.	-	R0	R0	R0	R0	R0	Unfunded				4

PRIORITY 5: REFUSE REMOVAL AND SOLID WASTE DISPOSAL OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	

REFUSE REMOVAL AND SOLID WASTE

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECTS	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW/ REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
To operate and manage the landfill sites and transfer stations in line with the minimum requirements of landfill site as well as the permit conditions.	Operation of Landfill site	1 licensed landfill site. 5 Transfer stations of which 2 are operational transfer stations.	Maintenance of landfill site	Internal	R 8 000 000	R 1 000 000	R 1 2000 000	R14000 000	R 1 5000 000	Funded	28.6155° S 28.2089° E	New	12,13, 14.	5
		0	Maintanance of the transfer stations in DLM	Internal	R 1 000 000	R 2 000 000	R 3 000 000	R 4 000 000	R 5 000 000	Partly Funded	**CLARENS** 28°30'51.69S 28°24'37.69'E **PAUL ROUX** 28°18'11.63'S 27°57'57.25'E	Ongoing	20, 17, 1,11, 16, 18,19	5
To provide effective Refuse Removal & Solid Waste Disposal to 46 857 Households and commercial businesses around DLM.	Supply of fleet for refuse removal (Compacter trucs, Roll on Roll off trucs, TLB, Tipper trucs, 3 torn truck for street sweepers, 3 Van for supervision.	0		Internal	R 1 000 000	R 1200 000	R 2 000 000	R 2 000 000	R 2 000 000	Funded	**BETHLEHEM:** 28°2423'S 28.3111°E	New	1-9, 11, 16,19	5
	Household refuse removal provision of refuse bins to the community5				Internal	R10 000000	R 12000 000	R12000 000	R 12000 000					5

	Construction of landfill site in Fouriesburg, Rosendal and Paul Roux				Internal	R 20 000 000	R 20 000 000							5

PRIORITY 6: HUMAN SETTLEMENT OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	

HUMAN SETTLEMENT

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
Acquire no? Hectors of land for future Human Settlement development.			Bethlehem, Bakenpak Ext 5 (Vogelfontein) 500 units.	HSDG	R 3 965 400	R0	R0	R0	R0	Funded	28.2423° S 28.3111°E	New	3	6
			Bethlehem, Bakenpak Ext 5 (Vogelfontein) 500 units.	HSDG	R4 519 400	R0	R0	R0	R0	Funded	28.2423° S 28.3111°E	New	3	6
			Bethlehem, Bakenpak Ext 6 and 7 70 units.	HSDG	R 11 150 900	R0	R0	R0	R0	Funded	28.2423° S 28.3111°E	New	3	6
			Bethlehem, Bakenpak construction of water and sewer networks.	HSDG	R 19 500 000	R0	R0	R0	R0	Funded	28.2423° S 28.3111°E	New	3	6
			Dihlabeng accreditation support level 1.	HSDG	R 500 000	R0	R0	R0	R0	Funded	28.2423° S 28.3111°E	New		6
			Paul Roux 300 top structure.	HSDG	R0	R0	R0	R0	R0	Funded	28°18'11.63"S 27°57'57.25"E	New	17	6
			Paul Roux construction of water and sewer networks (750) satellite.	HSDG	R 12 000 000	R0	R0	R0	R0	Funded	28°18'11.63"S 27°57'57.25"E	New	17	6
			Dihlabeng restructuring zone. phase 1.	HSDG	R 6 600 000	R0	R0	R0	R0	Funded	28.2423° S 28.3111°E	New		6

			Paul Roux top structure.	HSDG	R0	R0	R0	R0	R0	Funded	28°18'11.63"S 27°57'57.25"E	New	17	6

PRIORITY 7: TOWN PLANNING OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	

TOWN PLANNING

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
To provide a clear and logical framework for spatial development, promote orderly planning & guide physical development of DLM.	1 Reviewed and Adopted Spatial Development Framework	0	1 Reviewed and Adopted Spatial Development Framework	Internal									All	7
														7

KPA 1.1: ACCELLERATED SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (MSCOA ALIGNED)

PRIORITY 8: PARKS AND CEMETRIES OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	

PARKS AND CEMETERIES

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW/ REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
To provide cemetery space and an effective cemetery management services	Mautse cemetery constructed.		Mautse Rosendal Construction of new Cemetery (MIS 341112)	MIG	R 1 687 907	R0	R0	R0	R0	Funded			15	8
	Kgubetswana cemetery constructed.		Kgubetswana: Development of cemetery.	MIG	R 8 546 991	R0	R0	R0	R0	Funded			20	8
	Bohlokong cemetery expanded by 2021.		Bohlokong: Expansion of cemetery.	-	R0	R0	R0	R0	R0	Unfunded				8
	Mashaeng cemetery expanded by 2021.		Mashaeng: Expansion of cemetery	-	R0	R3 200 000	R3 400 000	R3 600 000	R3 800 000	Unfunded			12,13, 14	8
	Ensure that the required burial space is available.	0	Development of new cemetery Bethlehem/Bohlokong, Rosendal/Mautse	Internal	R0	R 4000 000	R 4 400 000	R 4 800 000	R 5 200 000	Unfunded	28.5144° S 28.4105° E	New	20	8
	Maintenance of cemeteries	0	Fencing of cemeteries/ Bohlokong, and fencing of Paul Roux cemeteries.	Internal	R0	R 3000 000	R 3000 000	R 3 600 000	R 3 900 000	Unfunded	28.5144° S 21.4105° E	New	12,13, 14	8
Parks	Bohlokong 2 new parks		Development of 2 new playing parks in Bohlokong.	MIG	R 1820 000	R0	R0	R0	R0	Funded		New		8

	developed by 20121.													
	Maintained parks, open spaces and environmental areas	0	Development of 2 new playing parks in Bohlokong	Internal	R0	R 1 820 000	R 680 000	R0	R0	Funded				8
			Fencing of existing parks and lights	Internal	R0	R 2 500 000	R3 000 000	R 3 500 000	R4 000 000	Funded				8
			Playing equipment in existing parks	Internal	R0	R3 000 000	R3 200 000	R3 400 000	R 3 600 000	Funded				8
	Well maintained Nursery		Planting of street trees, flowers, shrubs and fertilizers	Internal	R0	R 1000 000	R1 100 000	R1 200 000	R1 300 000	Funded				8
			Upgrading of Green house, propagate on area and Hot house	Internal	R0	R 000 000	R 4 200 000	R4 400 000	R4 800 000	Funded				8
			Water Tank and Water pumps	internal	R0	R 100 000	R110 000 00	R140 000	R160 000	Funded				8
	Well maintained naturereserve		Road construction and street lights	Internal	R0	R 5000 000	R 5000 000	R 5000 000	R 5000 000	Funded				8
			Exchanging of animals: different Species and Vat	Internal	R0	R 5 000 000	R520 000 00	R540 000	R560 000	Funded				8
			Development of Nature Reserve	Internal	R0	R2 500 000	R 3000 000	R3 500 000	R4 000 000	Funded				8
			Upgrading of Braai area, Building of Lapa's, water and Sanitation	Internal	R0					Funded				8

PRIORITY 9: LIBRARIES OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	

LIBRARIES

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
To provide facilities, promote a culture of reading and lifelong learning.	To participate in the reading festival programme	0	4 Reports submitted on the participation in the reading festival)		R0.00	R0	R0	R0	R0	Not Funded	All	Replace	All wards	9
	To submit a business plan and to monitor the quarterly targets.	0	12 Reports submitted on the implementation of approved business plan	MOA (DSACR)	R3 mil Conditional	R0	R0	R0	R0	Funded	All	Replace	All wards	9
	Host 8 Library Events	0	8 Reports submitted on library events held		R 70 000.00	R0	R0	R0	R0	Funded	All	Replace	All wards	9

PRIORITY 10: SPORTS, ARTS, CULTURE AND RECREATION OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	

SPORTS, ARTS , CULTURE AND RECREATION

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
Construction of sport and recreational facilities in Bohlokong WARD 6 by 2025.	1 completed Sport and Recreation facility in ward 6 by 2025.	0	100% Upgrading of 2nd sports and recreational facility at phase 7	MIG	R1 000 000	R0	R0	R0	R0	Funded				10
Resealing of Bohlokong Multipurpose courts in ward 9 BY 2021.	% Resealing work done on Bohlokong Multipurpose courts in ward 9	0	Resealing of Bohlokong Multipurpose courts in ward 9.	MIG	R 700 000	R0	R0	R0	R0				9	10
To create an enabling environment for the participation of different sporting codes.	2 Report submitted on the implementation of the OR Tambo Games	0	2 Reports submitted on the implementation of the OR Tambo Games	Internal	R100 000	R110 000	R120 000	R130 000	R140 000	Funded	All	New	All	10
To create an enabling environment for the participation in Arts	24 well-maintained sport and recreational facilities accessible for public use.	0	12 Reports submitted on the implementation of the approved maintenance plan for sport facilities on or before 10th of each month.	Internal	R 1000 000	R1.5 00 000	R2 000 000	R2.5 000	R3 000 000	Funded	All	Ongoing	All	10
To create an enabling environment for the participation in Arts and culture activities	A functional Arts and Culture Council with all groupings affiliated	0	10 reports submitted on the approved Arts and Culture Events(live Gospel artists support, public art	Internal	R350 000	R460 000	R570 000	R680 000	R700 000	Funded	All	Ongoing	All	10

			project, schools poetry)											
		0	Supply of fleet for sports facility maintainance(tractor, tipper trailer, slasher, 2 for van for supervision	Internal	R1.2 000 00	R550 000	R0	R0	R0	Funded	All	Ongoing	All	10

PRIORITY 11: PUBLIC SAFETY EMERGENCY, DISASTER AND FIRE SERVICES OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	**MSCOA CODE**	**SERVICE DELIVERY OBJECTIVES**	**MSCOA CODE**	**IDP OWN STRATEGIC OBJECTIVE**	**MSCOA CODE**	**OWN PROJECT DESCRIPTION**	**MSCOA CODE**	**IDP CODE IDENTIFIED ACCORDING TO PRIORITY No**
ACCELERATED SERVICE DELIVERY	**1**	**IMPROVED SERVICE DELIVERY**	**6**	**COMPLIANCE WITH CONSTITUTIONAL MANDATE**	**11**	**PROVISION OF ESSENTIAL SERVICES**	**16**	

PUBLIC SAFETY EMERGENCY , DISASTER AND FIRE SERVICES

IDP STRATEGIC OBJECTIVE	**Key Performance Indicator**	**BASELINE**	**PROJECT**	**FUNDING SOURCE**	**BUDGET ALLOCATION**					**PROGRAM STATUS**	**GPS CODE**	**NEW/ REPLACE**	**WARD**	**IDP CODE**
					2020 /2021	**2021/2022**	**2022/2023**	**2023/2024**	**2024/2025**					
To prevent, reduce and mitigate the severity/ Conse-quences of disaster.	To establish and maintain effective institutio-nal arrangements	0	4 Reports submitted on the Interdepartmental Disaster Risk Management Committee (IDRMC) meetings held on a quarterly basis	Internal		R0	R0	R0	R0	Funded	All	Ongoing	All	11
		0	4 Reports submitted on the Dihlabeng Disaster Risk Management Advisory forum meetings held on a quarterly basis.			R0	R0	R0	R0	Funded	All	Ongoing	All	11

	To capacitate stakeholders by means of public education and awareness	4 Public education and awareness programmes were held.	5 Reports submitted on the implementation of approved public awareness/education programmes conducted in all units on a quarterly basis.			R0	R0	R0	R0	Funded	All	Ongoing	All	11
	To comply with Disaster Risk Manage-ment Act by submitting of the approved Disaster Risk Manage-ment Plan.	Draft Disaster Risk Managemen t Plan in place.	1 Reviewed Disaster Risk Plan and approved by Council in the 2019 /2020 financial year	Internal		R0	R0	R0	R0	Funded	All	Ongoing	All	11
	To minimise response time to reported incidents	0	12 Reports submitted on the functionality of emergency services on or before 10th of each month.	Internal		R0	R0	R0	R0	Funded	All	Ongoing	All	11
	To initiate community fire safety programmes.	0	12 Reports submitted on fire safety programmes (Conducting 48 fire inspections and 48 prevention initiatives at schools/churches/bu siness and do 18 Firebreaks) on or before 10th of each month.	Internal		R0	R0	R0	R0	Funded	All	Ongoing	All	11
			Construction of Satelite fire station			R4 000 000	R0	R0	R0	Funded	All	Ongoing	All	11
			12 Reports submitted on the implementation of the approved scholar patrol program to improve Road Safety.	Internal	R0	R0	R0	R0	R0	Funded	All	Ongoing	All	11

PRIORITY 12: ENVIRONMENT OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ACCELERATED SERVICE DELIVERY	1	IMPROVED SERVICE DELIVERY	6	COMPLIANCE WITH CONSTITUTIONAL MANDATE	11	PROVISION OF ESSENTIAL SERVICES	16	
ENVIRONMENT								

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW / REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
Facilitate and coordinate environmental capacity building and awareness initiatives	To capacitate community by means of environmental education and awareness initiatives.	4 Environmental education and awareness programmes were conducted.	5 Reports submitted on the implementation of approved environmental public awareness/education programmes conducted in all four units on a quartely	Internal.	R 0	R 0	R 0	R 0	R 0	Funded	All	Ongoing	All	12

KPA 2: ACCELLERATED SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (MSCOA ALIGNED)

PRIORITY 13: AGRICULTURE AND AGRO-PROCESSING OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
LOCAL ECONOMIC DEVELOPMENT	2	ENHANCE LOCAL ECONOMIC DEVELOPMENT	7	IMPLEMENT LED STRATEGY	12	IMPROVED LOCAL ECONOMIC DEVELOPMENT	17	12

AGRICULTURE

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW / REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
Create direct and indirect jobs in **Agriculture,** Agro processing and related sectors by 2022	To create jobs for sustainable development	0	Renaissance of farms	Internal	R 500 000	R0	R0	R0	R0	Funded	All		All	13
			Support and assistance of agro processing units	Internal	R 2 000 000	R0	R0	R0	R0	Funded	All		All	13
			Support and assistance of animal production farmers	Internal	R 250 000	R0	R0	R0	R0	Funded	All		All	13
			Support and assistance of crop and vegetable production	Internal	R 250 000	R0	R0	R0	R0	Funded	All		All	13
			Support and assistance of poultry production farmers	Internal	R 250 000	R0	R0	R0	R0	Funded	All		All	13
			Support and assistance of horticulture farmers	Internal	R 250 000	R0	R0	R0	R0	Funded	All		All	13

PRIORITY 14: SMALL MEDIUM MICRO ENTERPRENEURS OBJECTIVES, STRATEGIES AND *PROGRAMMES*

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
LOCAL ECONOMIC DEVELOPMENT	2	ENHANCE LOCAL ECONOMIC DEVELOPMENT	7	IMPLEMENT LED STRATEGY	12	IMPROVED LOCAL ECONOMIC DEVELOPMENT	17	12

SMME

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
Empower environment for **SMME** growth and development by 2022.	Support for SMME's by 2021.	0	Development of a container park	Internal	R 500 000	R0	R0	R0	R0	Funded	All		All	14
		0	Hawkers center	Internal	R 1 000 000	R0	R0	R0	R0	Funded	All		All	14
		0	Development of a distribution center	Internal	R500 000	R0	R0	R0	R0	Funded	All		All	14
		0	Revitalization of township beauty salons	Internal	R250 000	R0	R0	R0	R0	Funded	All		All	14
			Mashaeng:Development of filling station.	Internal	R0	R0	R0	R0	R0	Unfunded				14
			Mashaeng:Development of service center with business.	Internal	R0	R0	R0	R0	R0	Unfunded				14
			Mashaeng:Development of light industial area.	Internal	R0	R0	R0	R0	R0	Unfunded				14
			Mautse:Development of service center with business.	Internal	R0	R0	R0	R0	R0	Unfunded				14
			Fateng tse Ntsho:Development of service center with business.	Internal	R0	R0	R0	R0	R0	Unfunded				14
			Kgubetswana:Development of light industrial area.	Internal	R0	R0	R0	R0	R0	Unfunded				14
			Kgubetswana:Development of service center with business.	Internal	R0	R0	R0	R0	R0	Unfunded				14
			Bohlokong:Development of industrial area.	Internal	R0	R0	R0	R0	R0	Unfunded				14
			Development of truck stop in wards.	Internal	R0	R0	R0	R0	R0	Unfunded				14

PRIORITY 15: TOURISM OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
LOCAL ECONOMIC DEVELOPMENT	2	ENHANCE LOCAL ECONOMIC DEVELOPMENT	7	IMPLEMENT LED STRATEGY	12	IMPROVED LOCAL ECONOMIC DEVELOPMENT	17	12

TOURISM

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
Enabling environment for Tourism growth and development by 2022.			Bureau Of Events	Internal	R1 200 000	R0	R0	R0	R0	Funded	All	Replace	All	15
			Development of Tourism Infrastructure Projects	Internal	R120 000	R0	R0	R0	R0	Funded	All	Replace	All	15
			Development of a Visitor Information Centre	Internal	R350 000	R0	R0	R0	R0	Funded	All	Replace	All	15
			Support and assistance of Tour Guide to Travel Agent program	Internal	R500 000	R0	R0	R0	R0	Funded	All	Replace	All	15
			Support and assistance of Tourism SMME's	Internal	R200 000	R0	R0	R0	R0	Funded	All	Replace	All	15

KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION (MSCOA ALIGNED)

PRIORITY 16: OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	3	STRENGTHEN INSTITUTIONAL CAPACITY	8	COMPLIANCE WITH LABOUR RELATED LEGISLATIONS	13	EFFECTIVE HUMAN CAPITAL MANAGEMENT	18	15

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
Skillls Development and Employee wellness.	8 learners for experiential training.		Experiential Training development programme.	Internal	R0	R0	R0	R0	R0	Funded	All	Replace	All	16
	4 training reports submitted to LGSETA - 4 training Committee meeting 12 training programmes initiated.		Skills development programme. Level of functionality of Training Committee meetings	Internal	R 1000 000	R0	R0	R0	R0	Funded	All	Replace	All	16
	Uniform & Protective Clothing. Provided to employees by 2019.		Uniform & Protective Clothing		R2 500 000.00	R0	R0	R0	R0	Funded	All	Replace	All	16
			Employee wellness programmes.		R0	R0	R0	R0	R0	Funded	All	Replace	All	16

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (MSCOA ALIGNED)

PRIORITY 17: PUBLIC PARTICIPATION OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
ENHANCING GOOD GOVERNANCE & PUBLIC PARTICIPATION	4	TRANSPARENT & INCLUSIVE GOVERNANCE SYSTEM	9	COMPLIANCE WITH REGULATIONS, ACTS AND LEGISLATIONS	14	Enhanced Public Engagement and Accountable Administration	19	16

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
To promote good governance and accountability.	Number of initiatives impleme nted by 2020.	Number of initiatives impleme nted.	Woman Empowerment Project.	Internal	R0	R0	R0	R0	R0	Funded	All	New	All	17
	Number of initiatives impleme nted by 2020.	Number of initiatives implemented.	Youth Development Programmes	Internal	R0	R0	R0	R0	R0	Funded	All	Replace	All	17
	Number of initiatives impleme nted.	Number of initiatives implemented.	Internal and External bursariies	Internal	R0	R0	R0	R0	R0	Funded	All	Replace	All	17
			Health Awareness Campaigns: HIV/Aids/HCT/STI/Breast Cancer.		R0	R0	R0	R0	R0	Funded	All	Replace	All	17
			Implementation of youth development strategy (education, health, entrepreneurship and activism	Internal	R0	R0	R0	R0	R0	Funded	All	Replace	All	17
			2 Community support and social relief programs	Internal	R0	R0	R0	R0	R0	Funded	All	Replce	All	17
			Facilitate social dialogue social cohesion	Internal	R0	R0	R0	R0	R0	Funded	All	Replace	All	17
			Other Programmes	Internal	R0	R0	R0	R0	R0	Funded	All	Replace	All	17

KPA 5: SOUND FINANCIAL MANAGEMENT

PRIORITY 18: OBJECTIVES, STRATEGIES AND PROGRAMMES

NATIONAL KEY PERFORMANCE AREA	MSCOA CODE	SERVICE DELIVERY OBJECTIVES	MSCOA CODE	IDP OWN STRATEGIC OBJECTIVE	MSCOA CODE	OWN PROJECT DESCRIPTION	MSCOA CODE	IDP CODE IDENTIFIED ACCORDING TO PRIORITY No
FINANCIAL VIABILITY	**5**	**SOUND FINANCIAL MANAGEMENT**	**10**	**COMPLIANCE WITH MFMA**	**15**	**ACCURATE PLANNING AND FINANCIAL REPORTING**	**20**	

FINANCIAL VIABILITY

IDP STRATEGIC OBJECTIVE	Key Performance Indicator	BASELINE	PROJECT	FUNDING SOURCE	BUDGET ALLOCATION					PROGRAM STATUS	GPS CODE	NEW / REPLACE	WARD	IDP CODE
					2020 /2021	2021/2022	2022/2023	2023/2024	2024/2025					
	2019 /2020 adjustment budget approved by Council.		2019 /2020 adjustment budget implemented.	Internal	R0	R0	R0	R0	R0	Funded	All	New	All	18
	Prepare 2019 /2020 Annual Budget Allocation		2019 /2020 Annual Budget Allocation prepared	Internal	R0	R0	R0	R0	R0	Funded	All	New	All	18
Improved revenue collection	Collect R 480 million per annum. Debtors do not exceed R 900 million		R480 Million collected	Internal	R0	R0	R0	R0	R0	Funded	All	New	All	18
Proper Indigent management	Approved Indigents with access to free basic services		Updated indigent register	Internal	R0	R0	R0	R0	R0	Funded	All	New	All	18
Ensure proper accounting for public funds.	2018/2019 Audit report		Submission of audited 2019/20 Financial statements, audited and AG report.	Internal	R0	R0	R0	R0	R0	Funded	All	New	All	18
GRAP compliant asset register.	GRAP compliant asset register		Full GRAP compliant asset register.	Internal	R0	R0	R0	R0	R0	Funded	All	New	All	18

5.11 PROJECTS FROM OTHER SPHERES OF GOVERNMENT

TABLE 183: PROJECTS FROM OTHER SPHERES OF GOVERNMENT

TOWN	PROJECT DESCRIPTION		FUNDING SOURCE	ESTIMATED AMOUNT
BETHLEHEM	Repair vegetable Hydroponic tunnels Provide Inputs for vegetable Dr Moeti Mofokeng	Ee fems farm		R 500 000
		Toka farm	CASP	R 400 000
		DR Moloi Schalk farm	CASP	R 6000 000
		Wellewood	CASP	R 4000 000
		Schalkel farm	ILIMA	R 500 000
		Erfenis	ILIMA	R 600 000
	Refurbishment of sewer pump station			
	Construction of Bethlehem mortuary.		Department of Health	
	Upgrading of Bohlokong clinic.		Department of Health	
	Construction of Vogelfontein clinic		Department of Health	
	Construction of Vogelfontein primary school.		Department of Education	
	6 Classrooms (Bohlokong school)		Department of Education	
	4 Classrooms (Thabang school)		Department of Education	
	LK Nhlabathi (1 Toilet block)		Department of Education	
	Refurbishment/renovation of hostel (Witteberg Secondary school)		Department of Education	
Fouriesburg			DARD	R 500 000
	Yarona Farming		CASP	R 6 200 000
	Auderskop		CASP	R 9 863 700
Clarens		Bosch Hoek No 841	RLCC	R 832 620
		Libertas No 387	RLCC	R 58 806 142
	Face of freedom Clarens.		DESTEA	R 10million
	Rem Extention of	Rooihoogte No 908 Kloeinfontein No 539 Brontlorspruit 142	SLA	R 9 946 173
Paul Roux		Lidwelkloof	RLCC	R 832 620
	Mc Nkabinde		CASP	R 500 000

CHAPTER 6: SPATIAL DEVELOPMENT FRAMEWORK

6.1 URBAN DEVELOPMENT: HIERARCHY OF TOWNS

Bethlehem/Bohlokong - can be viewed as the "Capital" of the Eastern Free State and is situated approximately 240km north-east of Bloemfontein, 140km east of Kroonstad and 90km west of Harrismith. The town forms part of the Highland Route and is located 80 km from Qwa-Qwa and 60km from the Golden Gate Highlands. The town originally developed as a service centre.

Growth is stimulated by the strategic location of the area that presently serves as a central regional centre. This is attributed to the fact that the area is situated adjacent to the N5 National Road between Bloemfontein and Durban. Bethlehem/ Bohlokong are also directly linked to other towns such as Kroonstad, Reitz, Warden and Ficksburg. The accessibility of the town is further emphasized by the prominence of the railway station at the Kroonstad/Durban and Bloemfontein/Frankfort railway intersection in the urban area.

Clarens/Kgubetswana, often referred to as the "Switzerland of South Africa", is situated approximately 34km south-east of Bethlehem. Clarens/Kgubetswana is 20km from the Golden Gate Highlands. This urban area is situated 10km from the Lesotho boarder and has a splendid view of the Maluti Mountains. The past few years experienced a rapid growth in the tourist industry. The urban area and surroundings is known for its "arts and craft" route in the picturesque sandstone Rooiberg and the Maluti Mountains.

Paul Roux/Fateng–tse-Ntsho is situated 35km west of Bethlehem. This urban area is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas. Bethlehem influences the area to a great extent as a large service centre in close proximity.

Fouriesburg/Mashaeng is situated on the R26 route and in close proximity of Lesotho. The town's location in relation to other major centres is as follows: 49km from Bethlehem and 46km from Finksburg. Situated within the former Fouriesburg District, this urban area is predominantly the function of a small service centre to the surrounding agricultural communities. This primary function is being supported by tourism as the latter industry is starting to gain momentum in the Eastern Free State.

Rosendal/Mautse is approximately 60km south west of Bethlehem, 40km south east of Senekal and 40km north of Finksburg. The town is located in an area of agricultural significance and mainly provides services in this regard to the surrounding rural areas, together with a growth in tourism.

Urbanization

6.2 STRATEGIC SPATIAL VISION

According to the 2017-2022 Dihlabeng Local Municipal Draft IDP, the vision for the Dihlabeng Local Municipality is

"To be a Municipality committed to provide effective services to its community."

The development priorities of the Dihlabeng Local Municipality are (Draft IDP, 2017-2022):

Enhancing Economic Development and Job Creation by:

- Local Economic Development
- Tourism Growth
- Land Reform

Providing and facilitating Sustainable Infrastructure through:

- Infrastructure Provision
- Alleviation of Housing Need
- Providing of Sport and Recreation
- Providing of Cemeteries
- Sufficient Community Facilities

Investing in the Development of People by:

- Promoting Education
- Promoting Health and Social Welfare
- Youth Development
- Promoting and supporting cross cutting issues such as elderly persons, disabled persons and gender equity

Ensure a safe environment by:

- Promoting Safety and Security

Good Co-operative Governance with Sustainable use of Resources and use of the environment by:

- Providing democratic and accountable government for Local communities
- Encouraging the involvement of communities and community organizations in the matters of Local Government
- Facilitating the culture of public service and accountability amongst its staff, and
- Assigning the clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

Based on the development priorities for the Dihlabeng Local Municipality, the current status and future planning for each of the settlement areas within the municipality and the 2012 SDF stakeholder workshops, the following visions were established for each of the towns within the Dihlabeng Local Municipality:

- **Bethlehem & Bohlokong**
  To be a service hub contributing to the quality of life of all the residents living within the Dihlabeng Local Municipality
- **Clarens & Kgubetswana**
  To be a sustainable and proudly South African village sharing and protecting its valuable natural resources

  To be the anchor in the Dihlabeng Local Municipality through diversity in agriculture and tourism
- **Rosendal & Mautse**
  To be an agricultural and cultural hub creating opportunities to all residents
- **Paul Roux & Fateng-Tse-Ntsho**
  To be a unique farm village with sustainable and environmentally-friendly development

  Based on the aforementioned vision of each town, the following vision has been established for the whole of the Dihlabeng Local Municipality:

- To be a municipality promoting sustainable development whilst sustaining and integrating the environment, tourism, agriculture and economic development in creating job opportunities and enhancing the quality of life for all residents.
- The spatial implication of this vision is to ensure that focus is placed on the linkages between the towns and surrounding municipalities, developing and expanding the towns in such a manner so as to attract investment and tourism and always protecting and expanding the primary resource development of the municipality, namely agriculture.
- Within this framework focus must be placed on the individual persons, considering their movement patterns and work-home relations and environments. Diversity must be sustained by placing high importance on cultural ways and individuality when considering spatial development and transformation.

6.3 OBJECTIVES FOR DIHLABENG LOCAL MUNICIPALITY SDF

URBAN

The effective integration of communities, especially low income communities, into the urban area as a whole

- To encourage CBD development in the low cost / high density areas
- To redefine and or extend the business and light industrial areas
- To encourage utilisation of the existing underutilized industrial areas
- Provision and protection of sufficient public open spaces and parks

- ❖ Encourage growth and strengthen the tourism capacity and capability of all the towns by sustaining and focusing on linkages
- ❖ The sustainable utilisation of the environment by means of optimum utilisation of natural resources and land
- ❖ A tentative Transportation Plan is in the process of development in order to ensure sufficient transportation for all.
- ❖ Provision of services/bulk infrastructure for the purpose of appropriate land development and expansion
- ❖ Positively performing settlements (that are convenient, equitable, efficient and attractive and that promote economic growth)
- ❖ Towns with ecological sustainable developments, respecting landscapes and creating a sense of place
- ❖ Focus on improving the quality of the public environment in degraded areas and as an integral part of all new developments
- ❖ Promote new settlement areas with mixed land use
- ❖ To pursue a more compact and viable urban form, thereby facilitating medium to higher densities by means of infill development and densification where possible
- ❖ Ensure progressive informal settlement upgrading
- ❖ Promote sufficient commonage and management of informal settlement upgrading.

RURAL

- Providing a conducive environment for agricultural production and economic returns
- Enhancing food security in rural areas
- Reducing poverty through rural development

SCENARIO PLANNING

Scenario planning was done for the Dihlabeng Local Municipality to ensure effective and sustainable proposals and alternative scenarios for the future development of the municipality. The following key aspects were considered:

- The vision and development of the Dihlabeng Local Municipality and each of the towns
- The need for development, expansion and economic development
- The supply and possible future expansions, capacities and allowances of infrastructure
- The availability and usability of municipal and vacant land
- Amount of and access to Commonage
- The size and purpose of the urban edge, considering the activities and localities which are to be included
- Densification and infill development
- Nodes and corridors
- The current and possible future status of small holding

GROWTH POTENTIAL

The economic growth potential and socio-economic need of each of the settlements within the Dihlabeng Local Municipality is prioritized based on the followings growth potentials.

TABLE 184: GROWTH POTENTIAL

SETTLEMENT	GROWTH POTENTIAL	NEED	POPULATION (DWA 2011)
Bethlehem	High	High	66 201
Clarens	High	Low	5 745
Fouriesburg	Medium	Medium	13 649
Paul Roux	Medium	Medium	6 523
Rosendal	Low	Medium	4 066
Bethlehem	High	High	66 201
Clarens	High	Low	5 745

The above table 148 of growth potentials assists in reflecting the investment focus and prioritization which may be utilized to evaluate the investment type. The growth potential and socio-economic need distribution seen in this matrix is mainly due to the predominantly low densification that has taken place in most of the settlements within the Dihlabeng Local Municipality. According to the Dihlabeng Local Municipal Public Works and Human Settlement directorate, Bethlehem and Bohlokong have a housing need of about 14 000 houses, almost half of the total need for the entire Dihlabeng Local Municipality (27 700 houses).

TABLE 185: DIHLABENG REGIONAL SDF

URBAN SETTLEMENT

CURRENT STATUS	PROPOSALS
A total of 5 urban areas exist, known as Bethlehem and Bohlokong, Clarens and Kgubetswana, Paul Roux and Fateng Tse Ntsho, Rosendal and Mautse and Fouriesburg and Mashaeng. Seven nodes are proposed for the Dihlabeng SDF, these correspond with the functions and size of the specific towns in the municipality: The district municipality is stationed in Bethlehem and functions as an economic node in the area. It sustains the largest percentage of the population of the district, and harbours most functions. The second node for the municipality is Fouriesburg. This is a rural settlement node with main functions such as agriculture, tourism, retail and is also a private service centre node. Fouriesburg has the second most functions and also serves as a node on the international link. Clarens is the third node for the municipality with its main function being tourism and its second function being an agricultural node. The fourth node for the municipality is Paul Roux. It is a rural settlement, agricultural node and a service centre with a minor component of tourism. It also serves as a node due to its locality on the provincial transport corridor.	Urban expansion be centralized in the 5 urban areas

CURRENT STATUS	PROPOSALS
The fifth node for the municipality is Rosendal which main function is being for tourism and agriculture as well as a service node for the local community. The last two nodes are rural nodes, the first of which is situated between Bethlehem and Fouriesburg and the second next to the N5 East of Bethlehem. These nodes are located close schools and rural development projects.	

CORE AREAS

CURRENT STATUS	PROPOSALS
The following nature reserves, ecological corridors, dams, rivers, pans and critical biodiversity areas have been identified as core areas: The Golden Gate Highlands National Park has been identify as the largest core area with Qwa-Qwa National Park as a portion just north of Golden Gate. The Golden Gate Demarcated area is partially in the jurisdiction of Dihlabeng Local Municipality, according to Notice 17 of 2008 published in the Free State Provincial Gazette. Clarens Nature Reserve, Wolhuterskop Nature Reserve, Pretoriuskloof Nature Reserve (Bird Sanctuary), other private nature reserves and wetlands are smaller core areas within Dihlabeng Local Municipality.	New urban development areas should be as close to the centre of urban areas as possible. New land for urban development should be directed at compacting and integrating settlement rather than spreading it further out. Development in core areas should be focused on agriculture and be eco focused.

BUFFERS

CURRENT STATUS	PROPOSALS
Buffer areas identified; consist of a 100-meter buffer around all FEPA Rivers and a 32-meter buffer around other rivers. The rivers, dams, wetlands and pans however forms part of the core area itself. The Maloti Drakensberg trans frontier Project is a buffer which stretches to the eastern area of Clarens. Extensive Agricultural and Private Conservancies is part of the buffer area.	Development in the buffer areas should be low density development to reduce the impact on riparian Development of the buffer areas should be limited to tourism related developments.

AGRICULTURE

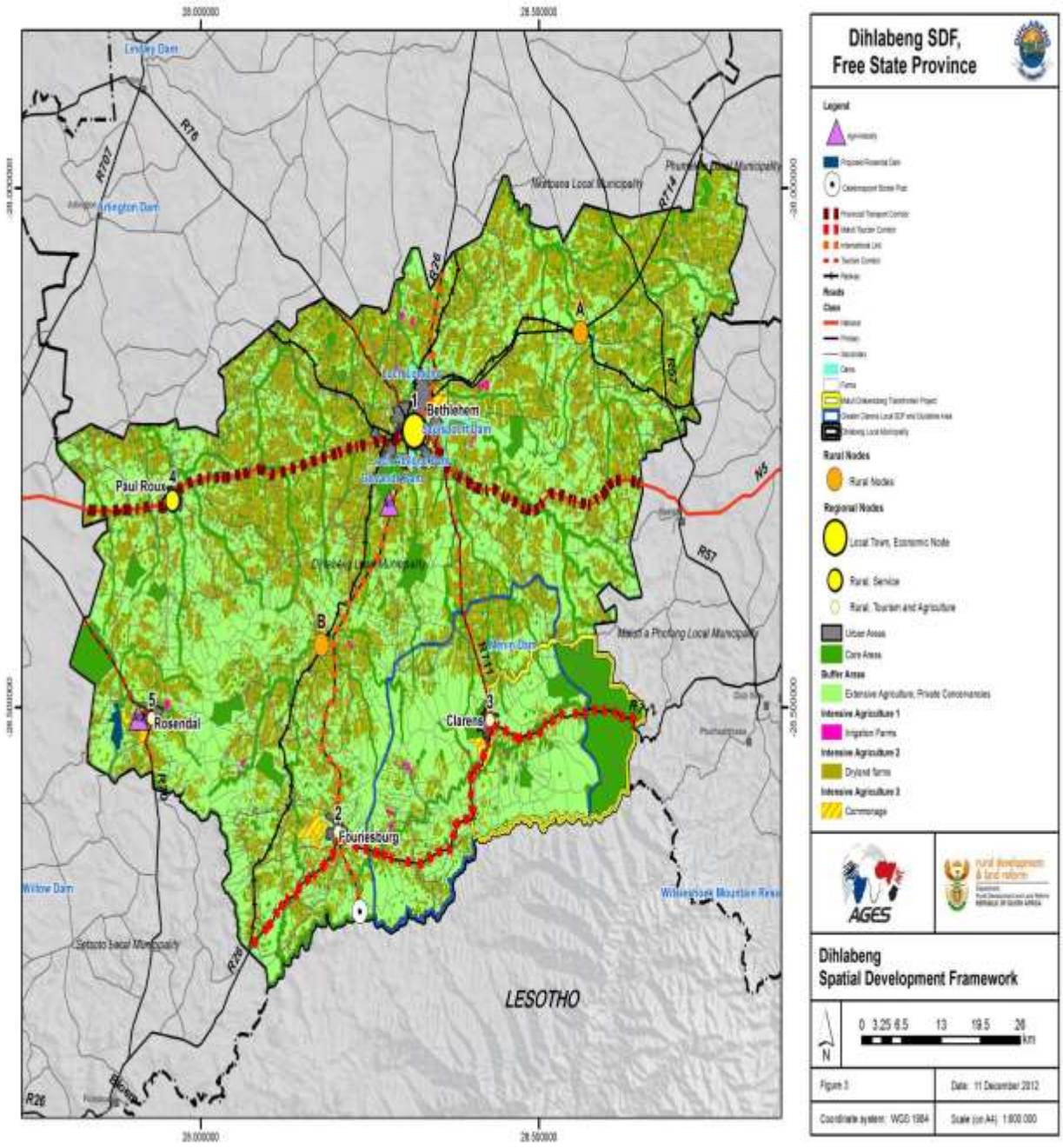
CURRENT STATUS	PROPOSALS
Agriculture is divided into two main categories, Intensive and Extensive Agriculture. Intensive Agriculture consists of Intensive Agriculture 1, Intensive Agricultural 2, and Intensive Agriculture 3. Intensive Agriculture 1 is identified as irrigation farms, Intensive Agriculture 2 refers to dry land agricultural areas and Intensive Agriculture 3 is as commonage. The following key agricultural land reform and rural projects are located in the Dihlabeng Local Municipality: Business Farmers Trust (BFT) – an award winning international export apple production farm, situated on SLAG land reform land 6.5 km south of Bethlehem. Henry Vegetable and Asparagus factory project – This this factory is located in Ficksburg, aims to create additional work in Fouriesburg and Rosendal by supporting reworking of small scale farming produces in the area Rural Nodes Two rural nodes were identified: The first (Node A) at Kransfontein and the second near the Slabberts between Fouriesburg and Bethlehem (Rural Node B) Small scale farming development in the eastern Free State based on the development of the Rosendal Dam, which includes the irrigation of 400 hectare for 80 new small farmers	Intensive agricultural area should be protected. It is proposed that development be focused on areas of extensive agriculture. These existing rural agriculture and land reform projects should be closely monitored and similar projects established to ensure economic development and upliftment Improvement of social facilities at the identified strategic localities is proposed. The main core function of these nodes should be service delivery to the rural communities. Land uses allowed in the node consist of multipurpose community development centres as well as related social services and infrastructure that include, satellite police stations, community pay points, etc. Roads around these areas should also be prioritized.

TRANSPORTATION AND KEY LINKAGES

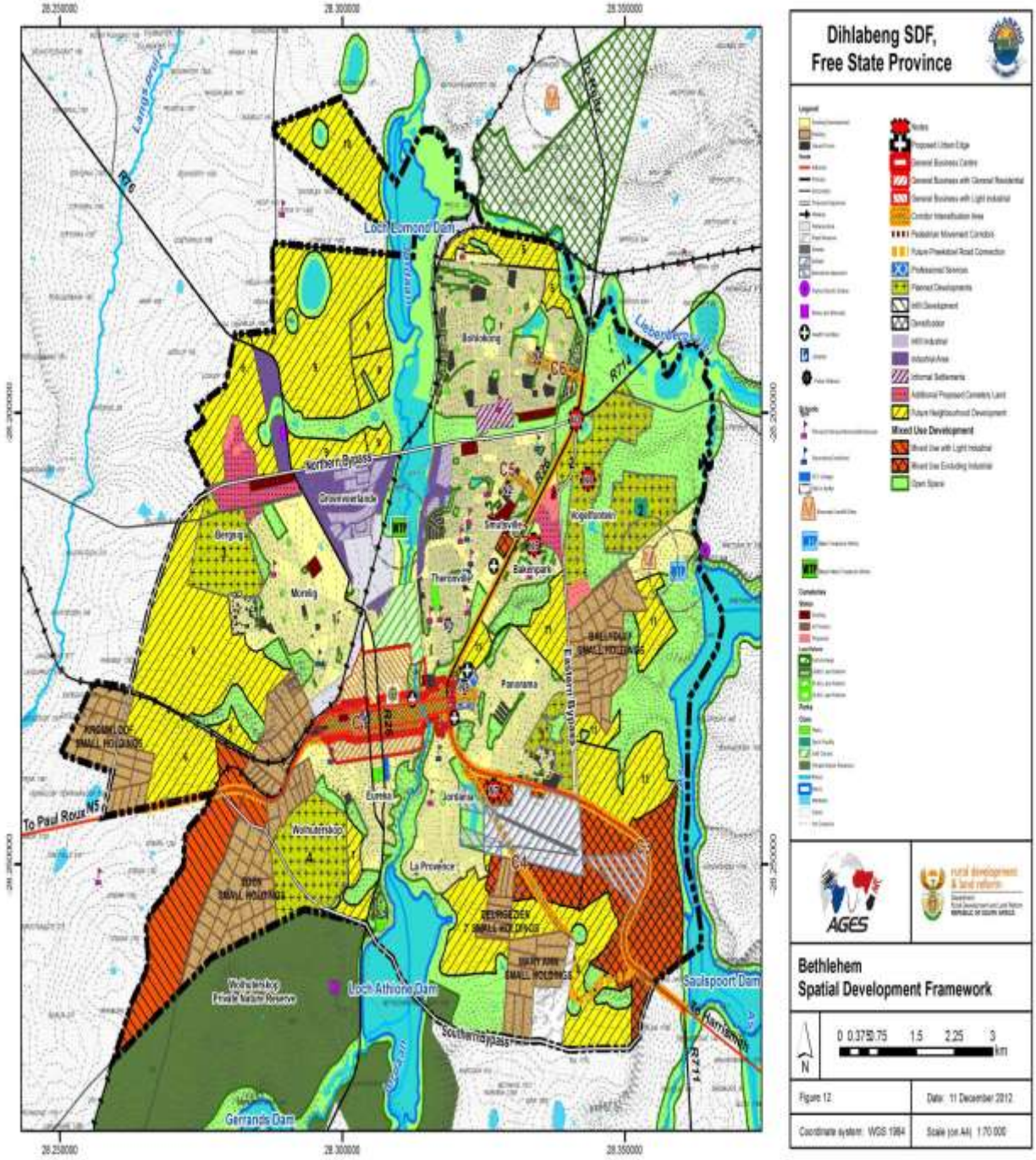
CURRENT STATUS	PROPOSALS
Provincial Transport Corridor: The N5 is a national road linking the N1 with Harrismith through the Dihlabeng Local Municipal area and forms a Provincial Transport Corridor. The Maloti Tourism Corridor: From the R712 (Golden Gate – Clarens) and the R711 (between Clarens and Fouriesburg) to the R26 (Fouriesburg to Ficksburg). International Link: The R711 linking Clarens with Lesotho via Fouriesburg. Tourism Corridor: Provincial roads passing through the municipal area are identified as linkages and consist of the R26 linking Ficksburg with Reitz, the R712 linking Bethlehem with Phuthaditjhaba through Clarens and the Maluti Drakensberg Tourism area, the R714 linking Bethlehem with Warden and the R70 linking Senekal with Ficksburg via Rosendal	A truck stop for heavy vehicle overnight facilities is proposed along the transport corridor. The location of the truck stop will be viable to the north or south of Bethlehem, along the N5. The Maloti Tourism Corridor is proposed for the R712. tourism corridor is proposed for the R711 from Bethlehem to Clarens, as well as for the R70 through Rosendal An agricultural tourism corridor is proposed for the R26 from Bethlehem to Fouriesburg as well as the R714 from Bethlehem in the direction of Warden. Negotiations should be lodged with Transnet, with regard to the current upgrading program of railway infrastructure in the municipal area.

CURRENT STATUS	PROPOSALS
The R711 (between Clarens and Bethlehem) and the R70 (Rosendal to Senekal) are considered as tourism routes. Connection Corridors consist of the railway lines linking Bethlehem and Arlington, Bethlehem and Reitz, Bethlehem and Harrismith as well as Bethlehem and Ficksburg.	All the identified corridors should protect the surrounding beautification and sense of place in rural areas.

MAP 4: DLM REGIONAL MAP



MAP 5: BETHLEHEM SPATIAL DEVELOPMENT FRAMEWORK (SDF)



Bethlehem is the main town in Dihlabeng, with the most functions; it has a large influence sphere that covers an area larger that Dihlabeng itself. Because of the size of Bethlehem, including Bohlokong, more nodes are required to comply with relevant spatial planning principles and tools such as to reduce travelling distance and establishing a sense of loci standi. Eight new nodes are proposed for Bethlehem, Bohlokong and Bakenpark. The focus is further to link all the towns in Dihlabeng, while providing industrial, business and administrative services. The corridors will stimulate business development.

Existing Residential:

Future Neighbourhood Developments can be identified as priority areas for development with regard to the need for housing of the different income groups. The following areas are identified in no specific order:

Area 1: Panorama east is located north east of the Casino (Panorama: Middle income housing).

Area 2: Vogelfontein is located north of the Bally Duff smallholdings (Vogelfontein: Low income housing).

Area 3: Bergsig is located to the west in the urban area south of the proposed Northern bypass (Bergsig: Low income housing).

Area 4: Wolhuterskop is located east of Eden smallholdings (High income housing).

Areas 5: Two areas located north and east of Bohlokong (Low income housing).

Areas 6: Three areas located east of the Kromkloof agricultural holdings (Middle income housing).

Area 7: Areas east of Loch Athlone dam (High income housing).

Area 8: The area is located south of the N5 to Harrismith (High income housing).

Area 9: Five areas are located north of the existing industrial area (Low income housing).

Area 10: The area is located north west of the Loch Lomond dam (Low income housing).

Areas 11: Four areas are located to the eastern part in the urban area (Middle and high income housing).

KEY AREAS OF OPPORTUNITIES AND CHALLENGES

The areas of opportunity and investment are the nodes, professional areas for professional development, as well as the mixed-use development opportunities next to the railway & airport. The challenge in these areas may be the supply of municipal services and external access.

Another challenge for the nodes is that businesses do not cluster within the nodes. Challenges will be to keep residential development & informal settlement from developing on land earmarked for proclaimed & future roads, existing open spaces and future educational areas.

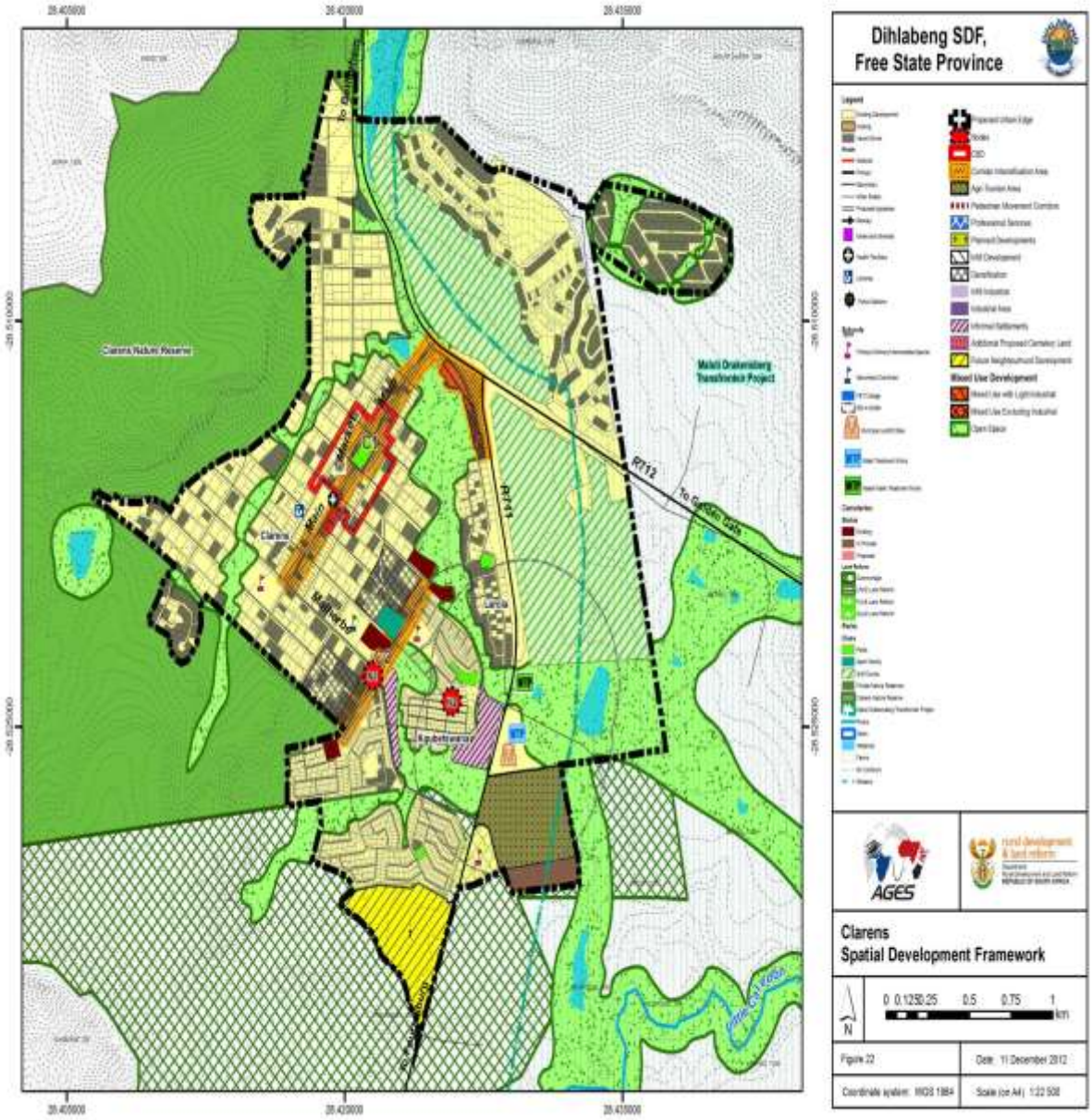
CLARENS SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The picturesque town of Clarens is tourism hot spot just a stone throw away from the breath taking Golden Gate National park. Clarens is also known for its agricultural activities and opportunities for the local farming community. The spatial patterns of Clarens focus on the tourism and agri-tourism industry; therefore it is important to preserve the existing character of the urban area. Required development and densification in Clarens is limited due to service provision.

KEY AREAS OF OPPORTUNITIES AND CHALLENGES

The most prominent areas of opportunity in Clarens are the Tourism and agri-tourism development. The town is renowned as a holiday and weekend destination. OPPORTUNITIES can be classified as the following: 1) Tourism, 2) Arts and Crafts, 3) Accommodation and 4) Cuisine related. These areas are regarded as the main economic pillars of Clarens, it is thus important that additional economic opportunities be created to stimulate the local economy and to create jobs. The challenge in these areas may be the supply of municipal services, as well as the lack of economic diversity

MAP 6: CLARENS SPATIAL DEVELOPMENT FRAMEWORK (SDF)



FOURIESBURG SPATIAL DEVELOPMENT FRAMEWORK (SDF)

A small, authentic border town in the heart of South Africa, Fouriesburg offers unique scenic beauty, activities for nature and adventure enthusiasts, arts and culture, places of historical as well as architectural interest. The focus of the Fouriesburg framework is to support the local people by providing possible locations for new development within walking distance of the residential areas while providing access to transport nodes to all residents.

Existing Residential

The current residential pattern in Fouriesburg gives opportunity for infill rather than expansion of a new residential area.

Future Residential

A future residential area is proposed to the north of Mashaeng

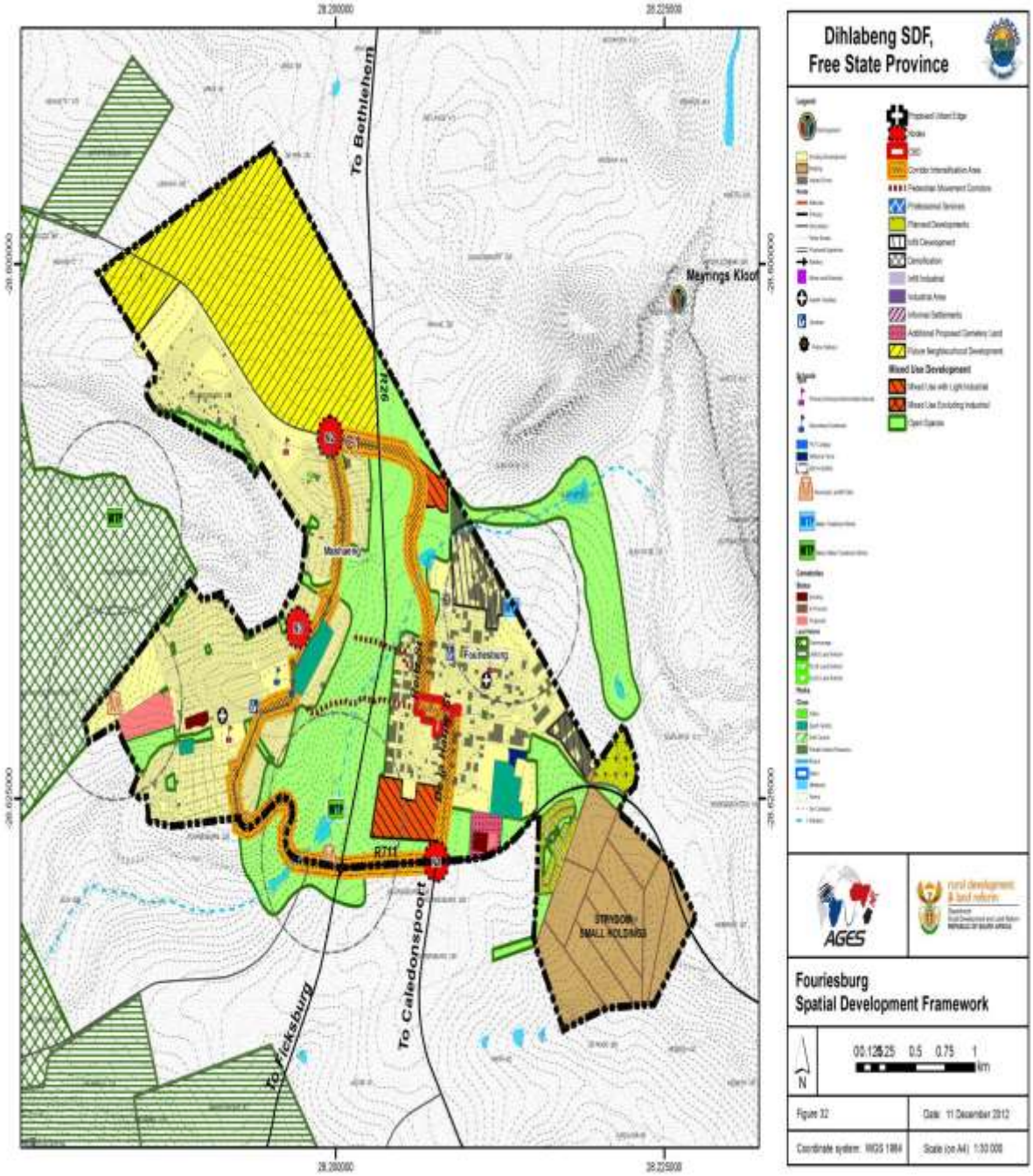
KEY AREAS OF OPPORTUNITIES AND CHALLENGES

The key opportunities within Fouriesburg are the linkage to Lesotho and the linkage between Bethlehem and Ficksburg. The linkages induce a through movement of possible income and investment, which if managed correctly, may greatly contribute to the socio-economic setting of Fouriesburg and Mashaeng.

These linkages, together with the pristine surrounding landscape, may also support tourism opportunities. The heritage of the surrounding area may contribute to possible cultural activities within the area.

The current spatial segregation between Fouriesburg and Mashaeng, caused by the R26, poses a problem for integration and mix land uses. Other integration methods should therefore be investigated.

MAP 7: FOURIESBURG SPATIAL DEVELOPMENT FRAMEWORK (SDF)



PAUL ROUX SPATIAL DEVELOPMENT FRAMEWORK (SDF)

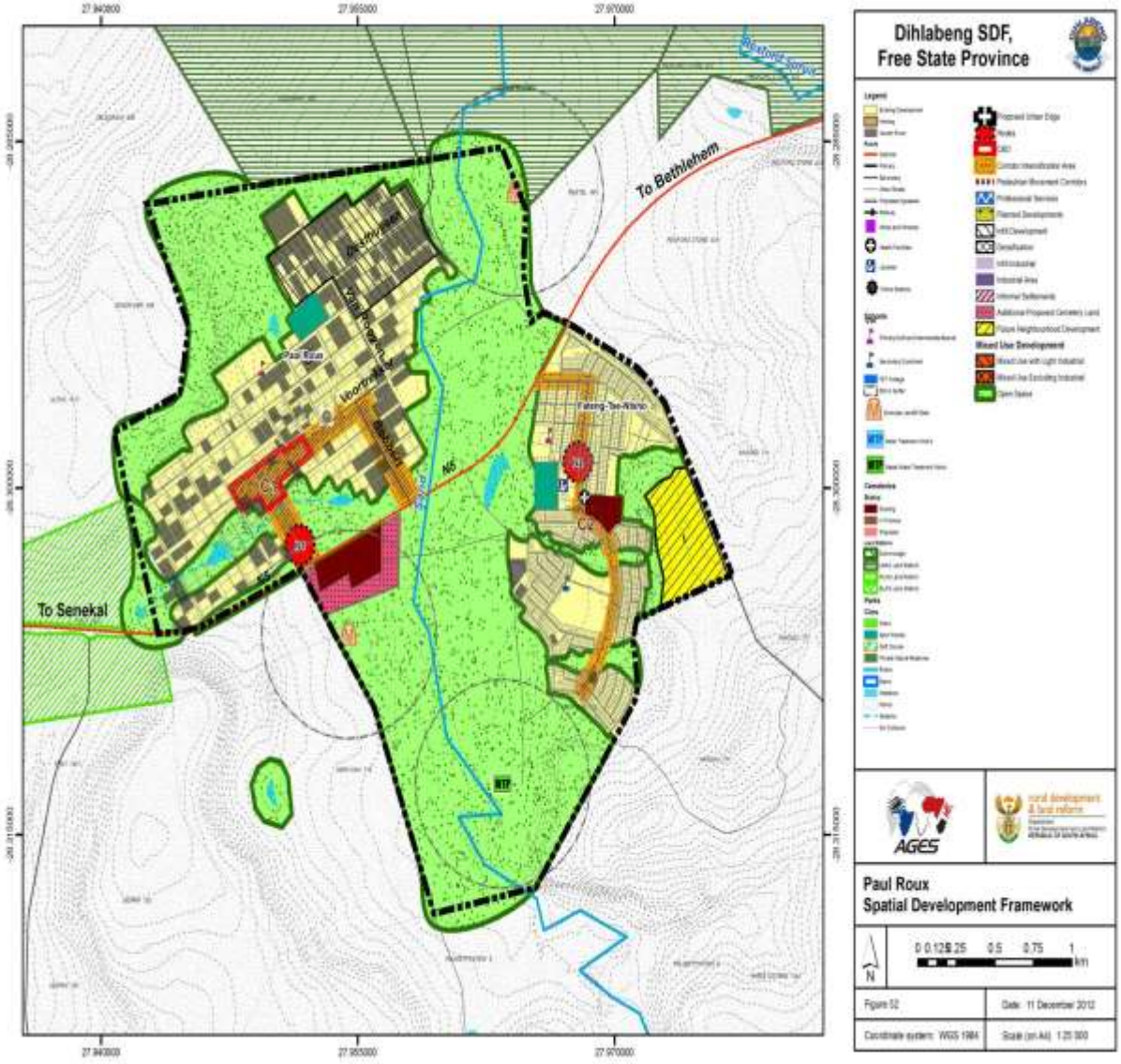
Paul Roux is a small town in the flatlands of the Free State. The spatial patterns of Paul Roux focus on agriculture. Economic stimulation of the area is subjected to the N5 and agriculture whilst residential development is strained by the lack of services. Land is required for the expansion of Fateng Tse Ntsho.

AREAS OF OPPORTUNITIES AND CHALLENGES

The areas of opportunity are the great number of vacant stands available in Paul Roux for development and investment reasons.

The main challenge is the integration of the two towns due to environmental constrains. Creation of new job opportunities due to economic constrains.

MAP 8: PAUL ROUX SPATIAL DEVELOPMENT FRAMEWORK (SDF)



Rosendal and Mautse have an extremely low employment rate. Local business nodes are therefore proposed so as to create opportunities for the residents. The spatial patterns of Rosendal focus on agricultural and supporting thereof. Access to the open space system is also important, with focus on access to the commonage areas. Development within Rosendal is focused on infill development while development in Mautse is focused on residential expansion and upgrading of the existing infrastructure.

Residential

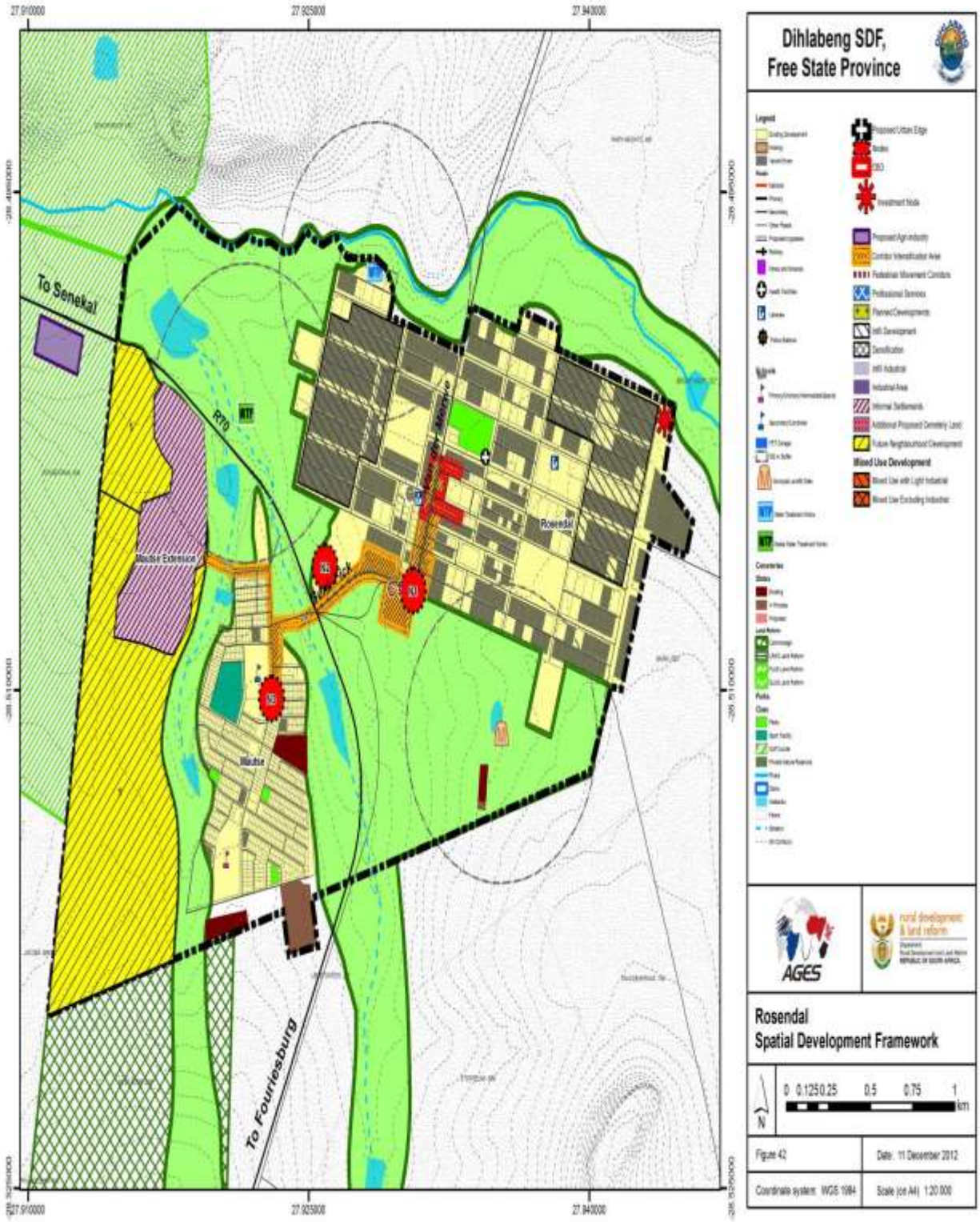
Future Residential

A future residential zone is proposed to the eastern side of Mautse. Because of all the open erven in Rosendal there are no new residential zone planned for the area.

KEY AREAS OF OPPORTUNITIES AND CHALLENGES

The areas of opportunity are the areas that grant the users access to the surrounding hinterland of Rosendal and Mautse. These areas are regarded as pristine development areas. The challenge in these areas may be the supply of municipal services and external access. The other high opportunity areas are the nodes creating opportunities for the residents.

MAP 9 : ROSENDAL SPATIAL DEVELOPMENT FRAMEWORK (SDF)



6.4 SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

Spatial Development Framework Review

The Spatial Development Framework (SDF) for Dihlabeng Municipality was reviewed and adopted by Council in 2013. The SDF was prepared in compliance with the provisions of Section 26(e) of the Municipal Systems Act 2000 and the Spatial Planning and Land Use Management Act 2013 as part of sector plan of the District Integrated Development Plan. The current SDF has been reviewed and the "Reviewed" SDF complied with the provisions of the Spatial Planning and Land Use Management Act 2013 and the SDF Guidelines.

The Spatial Planning and Land Use Management Act 2013 (SPLUMA) was signed by the president in August 2013. The act clearly outlines the mandate of the different spheres of government in monitoring and support to ensure effective spatial planning and land use management processes. The act clearly provides for the preparation and alignment of the national, provincial, regional and municipal Spatial Development Framework.

Prior to the promulgation of the SPLUMA-2013, SDF's were prepared under the provisions of the following pieces of legislation:-

• The Northern Cape Planning and Development Act 1998 which required each municipality to submit a Land Development Plan (LDP)/Spatial Development Framework (SDF) to the MEC for Cooperative Governance, Human Settlement and Traditional Affairs for approval.

• Section 26(e) of the Municipal Systems Act 2000 (Act 32 of 2000) requires all municipalities to prepare Spatial Development Framework (SDF) as part of the Integrated Development Plan (IDP). Sustainable human settlement development will be greatly enhanced if there is holistic approach towards social, economic and environmental development. In order to ensure consistency and enhance the material content and the context of the SDF the Department of Rural Development and Land Reform has developed SDF Guidelines to guide the preparation of SDF's in municipalities.

The overarching goal of the SDF is to prepare a Spatial Development Framework within which, the principles of bioregional planning, sustainable development of the region and its resources can be realised.

The SDF guides the orderly and desirable spatial development of the municipality by inter alia developing development strategies/guidelines. The SDF also provides general direction to guide decision-making on an ongoing basis, aiming at the creation of integrated, sustainable and habitable regions, cities and towns.

6.5 THE RELATIONSHIP BETWEEN THE SPATIAL DEVELOPMENT FRAMEWORK AND INTEGRATED DEVELOPMENT PLANS

IDP guides municipalities on budgeting, alignment, and development in the municipality. The Spatial Development Framework (SDF) has a pivotal role in directing municipal spending and private sector investment. The SDF is a critical and integral component of the IDP. The IDP reflects the key development focus areas as agreed upon with communities and stakeholders and the SDF in turn, guides land development and land use management. The SDF gives spatial effect to multi-sectoral projects identified in the IDP.

In terms of the MSA 2000, the SDF is a sector plan intended to indicate a desired patterns of land uses, directions for future growth and indicates the alignment of urban edges. For the SDF to achieve its objectives, it requires the Land Use Management System (town planning scheme or land use scheme) to act as a management tool to implement the strategic plans prescribed by the SDF. The Land Use Management System (LUMS) will ensure that land uses on the ground are in accordance with the proposals of the SDF.

The impact of the SDF is limited to providing policy framework to guide and inform land development and management. It does not change or confer real rights on land. In contrast to the SDF, LUMS have a binding effect on the development rights attributed to land and confer real rights on properties. The SDF is a core component of a municipality's economic, spatial, social, institutional and environmental vision.

The SDF gives effect to the following:

• Developmental principles and applicable norms and Standards;
• National and provincial policies, priorities, plans, and planning legislation;
• Reflect current status quo of the municipality from a spatial and land use perspective;
• Indicate the desired patterns of the land use in the Municipality;
• Propose how the framework is to be implemented and funded;

Basic guidelines for spatial planning, land development and land use management within the Municipality.

Compliance with Environmental Legislation.

CHAPTER 7: INTEGRATION PHASE

7.1 INTRODUCTION

This chapter will provide a high-level overview of how the sector plans relate to the status quo analysis, strategic objectives and programmes and projects. Sector plans must indicate strategic interventions that respond to the status quo assessment.

At the core of the new system of local government is the ability of municipalities to coordinate and integrate programmes of other government spheres and sectors implemented in their space. This role is very critical given that all government programmes and services are delivered in municipal spaces. In this regard, the integrated development planning process becomes a vehicle to facilitate integrated development and ensure that local government outcomes contained in the White Paper on Local Government are attained.

The approaches and plans to achieve these outcomes are contained in various national and provincial legislations and policy frameworks.

National departments, through legislation and policies, express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector-specific plans to guide the rendering of certain services.

7.2 HIERARCHY OF SECTOR PLANS

Sector plans should not be developed in isolation of one another, but there must be a sequential way of developing them. The development of these plans requires cooperation among various units in the municipality so that linkages are identified to ensure that service-specific plans contribute to the long-term vision of the municipality. In this regard, the sector plans can be arranged into five levels as indicated in the table below.

TABLE 186: HIERARCHY OF SECTOR PLANS

HIERARCHY OF SECTOR PLANS	
Spatial Vision	Spatial Development Framework (SDF)
Social, Economic and Environmental Vision	Integrated Human Settlement Plan (IHSP) Local Economic Development Plan (LEDP) Environmental Management Plan (EMP)
Service- orientated Sector Plans	Water Services Development Plan (WSDP) Integrated Waste Management Plan (IWMP) Integrated Waste Management Plan
Strategy Support Plans	Disaster Management Plan (DMP) Integrated Comprehensive Infrastructure Plans (ICIP)
Implementation Support Plans	Financial Plan/Strategy Institutional Plan

7.3 ALIGNMENT OF PLANS AND PLANNING PROCESSES OF DIFFERENT SPHERES OF GOVERNMENT

Alignment may be defined as "a process entailing structured and systematic dialogue within government with a view to bring about coordinated and integrated action among the spheres of government and between the spheres and other organs of the state to achieve common objectives and maximize development impact".

On the basis

It is critical therefore that the principal component of the IDP's of local municipalities is aligned with those of the District Integrated Development plan. These include but are limited to the following:

- The Council Development priorities and objectives including its local economic development goals and its internal transformation needs.

- The Council Development priorities which must also be aligned to the National and Provincial sector plans.
- The Council Spatial Development Framework (SDF)
- The Disaster Management Plan.
- The Water Service Development Plan
- The LED Strategy

FIGURE 9: SECTOR INTEGRATION PROCESS

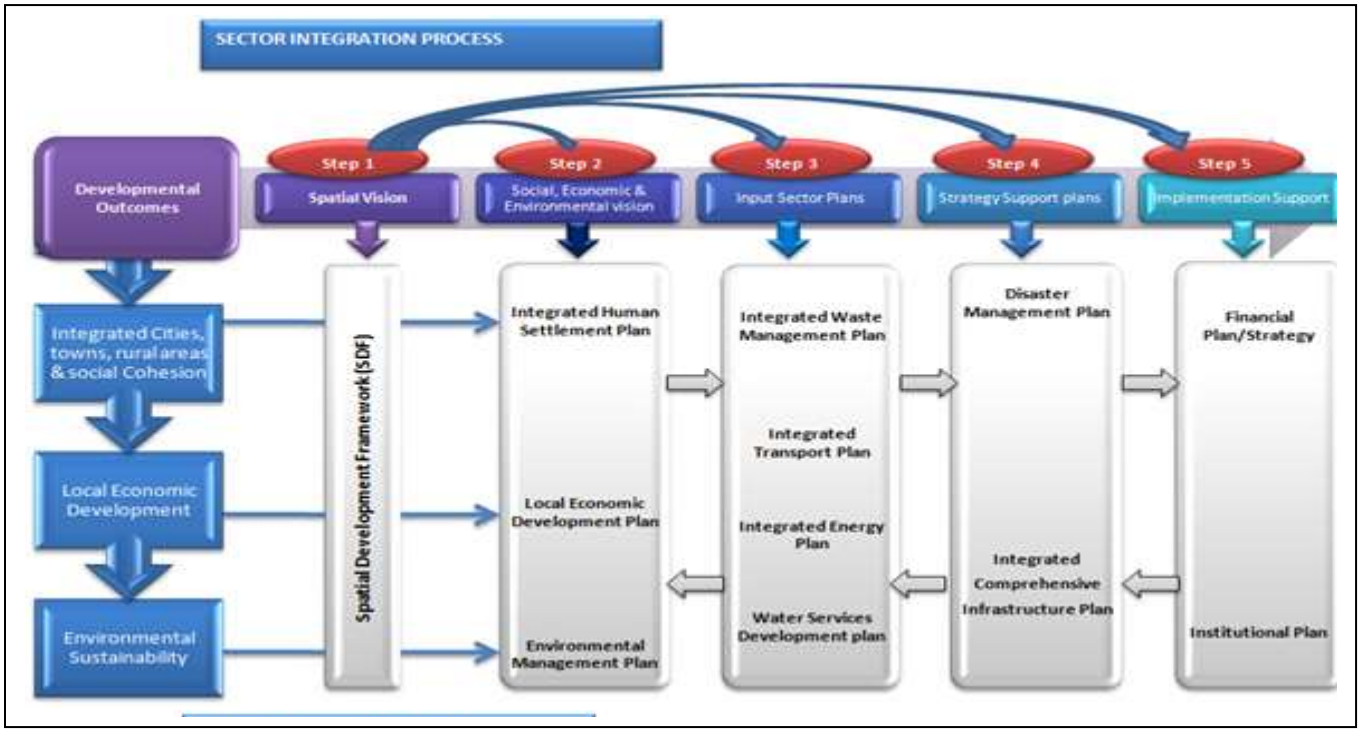


TABLE 187: SECTOR PLANS OF THE MUNICIPALITY

CRITICAL COMPONENTS	AVAILABLE/NOT AVAILABLE	STATUS	RESPONSIBLE PERSON
Spatial Development Framework	Available	To be reviewed	Director: Public Works
LED Strategy	Available	To be reviewed	Director: Economic Development and Planning
Work skills Plan	Available	Adopted	Director : Community Services
Disaster Management Plan	Available	To be reviewed	Director: Community Services
Water Service Development Plan	Available	To be reviewed	Director: Technical Services and Public Works
Housing Sector Plan	Available	To be Reviewed	Director: Public Works
Human Resources Strategy	Available	To be reviewed	Director: Corporate Service
Organisational PMS	Available	To be reviewed	Director: Corporate Services
Communication strategy	Available	To be reviewed	Director: Corporate Services

CHAPTER 8: RURAL DEVELOPMENT

8.1 IMPLEMENTATION PLAN

The Thabo Mofutsanyane District Rural Development plan has been endorsed and signed by the District Executive Mayor on 07/11/2017. This portion of the document is the Department of Rural Development and Land Reform's Sector plan to the Integrated Development Plan of the Dihlabeng Local Municipality. This DRDP fulfil the requirements vested in DRDLR by SPLUMA sec 7(e)(ii) and sec 12(2)(a) of the Spatial Planning and Land Use Management Act, 16 of 2013 (see below) where it is required that we support Municipal Planning:

The following principles apply to spatial planning, land development and land use management: *"Sec 7 (e) (ii) all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;"*

"Sec 12 (2) (a) The national government, a provincial government and a municipality must participate in the spatial planning and land use management processes that impact on each other to ensure that the plans and programmes are coordinated, consistent and in harmony with each other."

This document forms part of the current Integrated Development Plan cycle for the 2018/2019 financial year and serves as a sector plan for both the Integrated Development Plan as well as the Spatial Development Framework as approved by the Council of Dihlabeng Local Municipality.

TABLE 188: IMPLEMENTATION METRIX

Towns	Project Description	Poverty pockets	Time Frame					Stakeholders							Functions							Functional Region Number		Commodity Region						Location						Project Priority Score (0-5)					
															Program 3			Program 4 & 5																									
			2018/2019	2019 /2020	2020/2021	2021/2022	Longterm	DMR	DESTEA	DARD	ROADS	HEALTH	COGTA	EDUCATION	RID	REID	NARYSEC	Land Reform	RECAP	Property	Tenure	Restitution	Locate project on	Not Agriculture related	Cereal	Fruit & Veos	Fats & Oils	Poultry	Protein	Protein Game	AgriHub	FPSU	1Hh1Ha	50/50	AI DRI	Other	Water	Cluster	Poverty Pocket	Agriculture Focus	AgriPark/FPSU	Total
Bethlehem	16 Footprints Footwear	H	X										X			X							5	X													0	0	5	3	4	12
Fouriesburg	TWN Mothers Enterprise	H	X							X						X							7						X								4	4	5	3	3	19
Clarens	Bosch Hoek No. 841	H	X																			X	7		X	X	X	X	X	X								?	4	4	3	1	12
Paul Roux	Wolwekloof No. 630	H	X																			X	B		X		X	X	X									?	4	1	4	1	10
Clarens	Libertas No. 387	H	X																			X	7		X	X	X	X	X	X								?	5	5	3	2	15
Rosendal	Appointment of Contractor for	H	X												X								7	X														3	3	3	3	3	15

Towns	Project Description	Poverty pockets	Time Frame					Stakeholders							Functions						Functional Region Number		Commodity Region							Location						Project Priority Score (0-5)					
															Program 3			Program 4 & 5																							
			2018/2019	2019 /2020	2020/2021	2021/2022	Longterm	DMR	DESTEA	DARD	ROADS	HEALTH	COGTA	EDUCATION	RID	REID	NARYSEC	Land Reform	RECAP	Property	Tenure	Restitution	Locate project on	Not Agriculture related	Cereal	Fruit & Veqs	Fats & Oils	Poultry	Protein	Protein Game	AgriHub	FPSU	1Hh1Ha	50/50	ALDRI	Other	Water	Cluster	Poverty Pocket	Agriculture Focus	AgriPark/FPSU	Total
	the construction of livestock water in Rosendal, Boschetto Commonages																																							

MAP 10: POVERTY POCKETS WITH POOREST TOWNS RANKED

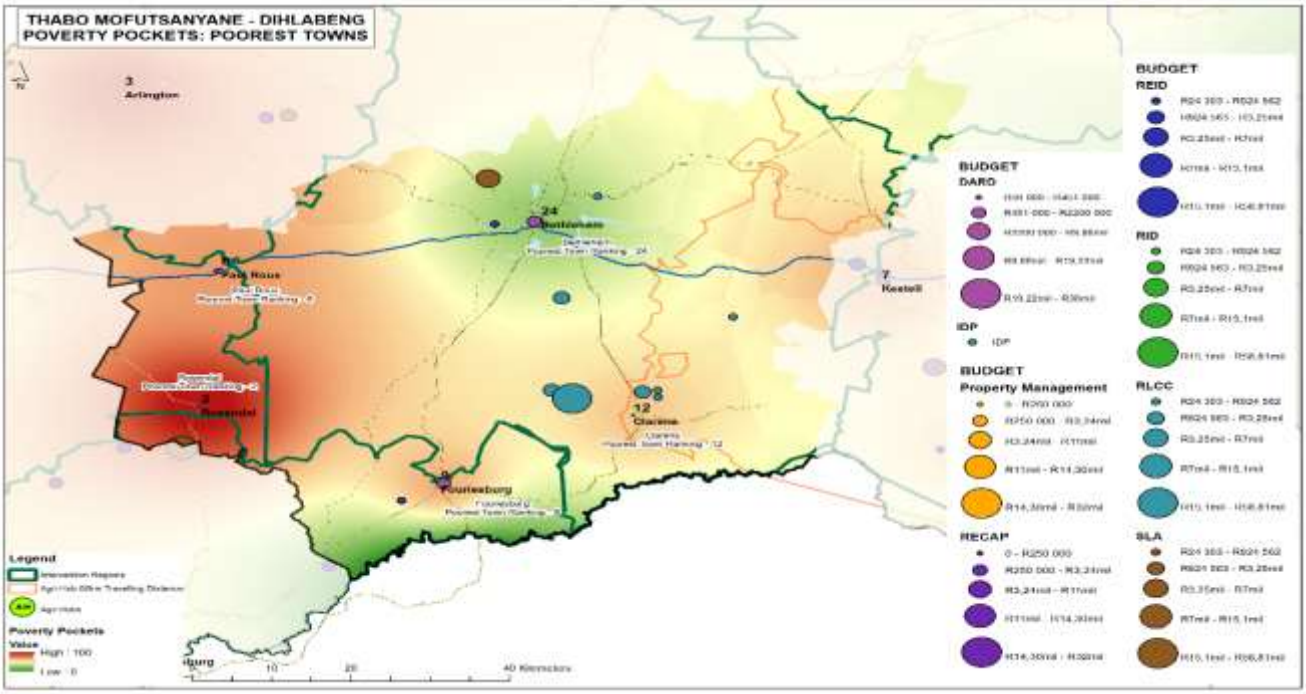


TABLE 189: PRIMARY MATRIX

Town Name	PRIMARY PRODUCTION (CROPS) FS Agricultural Master Plan Alignment												PRIMARY PRODUCTION (LIVESTOCK)												OTHER PRIMARY SECTOR						PRIORITISATION SCORE
	Sorghum	Soya Beans	Maize	Wheat	Sun Flower	Vegetables (Potatoes	Lucerne	Pecan/Walnuts	Fruits (apples etc)	Mixed Grass	Cactus Pear	Spices (Paprika)	Hatchery	Broiler	Battery	Feedlot	Cattle	Livestock handling	Dairy	Goats	Sheep	Boma facility	Game Farming	Fishery	Piggery	Fencing	Tool Hire	Laboratory	Mobile Laboratory	Logistics (handling	Basic Collection	
Bethlehem	5	2	5	5	2	5	5	0	0	5	5	5	5	5	5	5	5	5	5	2	5	0	0	2	5	0	2	0	2	0	5	102
Clarens	2	2	0	2	2	2	2	0	0	2	2	2	2	2	2	2	2	2	2	2	2	0	0	0	2	0	0	0	0	0	5	43
Fouriesburg	2	5	4	2	2	2	2	5	5	2	2	2	2	2	2	2	2	2	0	2	2	0	0	0	2	0	0	0	0	0	0	53
Paul Roux	5	5	0	5	2	2	5	0	0	5	5	2	2	2	2	2	2	2	0	2	5	0	0	0	2	0	0	0	0	0	5	62
Rosendal	5	5	5	5	2	5	5	0	0	5	5	5	5	5	5	5	5	5	5	0	5	0	0	0	5	0	0	0	0	0	5	97

TABLE 190: PROCESSING MATRIX

Town Name	PROCESSING FACILITIES / PROJECTS (CROPS)																PROCESSING FACILITIES (LIVESTOCK)								OTHER FACILITIES					PRIORITI-SATION SCORE
	Wet Milling	Dry Milling	Pressing Plant	Cold Storage	Storage	Greenhouse	Hydroponics	Aquaponics	Local Bakery	Mobile Bakery	Juice Extraction	De-Hydration plant	Washing/ sorting facility	Canning facility	Packaging facility	Incubator	Sorghum Beer Facility	Abattoir	Abattoir (Beef)	Mobile Abattoir	Slaughtering facility	Cold Storage	Tannery	Packaging	Milk product processing	Fresh Produce outlet - +	Fresh produce outlet - +	Pesticides /	Bio-Fuel	ICT Infrastructure	
Bethlehem	0	0	0	5	5	5	5	5	5	0	0	0	0	0	0	5	0	5	0	5	4	5	0	5	0	0	5	0	0	5	69
Clarens	0	0	0	0	0	4	0	4	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	14
Fouriesburg	0	0	0	0	0	3	3	2	0	4	0	0	0	0	0	0	0	0	0	2	0	2	0	2	0	2	0	0	0	0	20
Paul Roux	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	1	7
Rosendal	0	0	0	2	3	4	3	0	0	2	0	0	0	0	0	2	0	0	0	2	0	1	0	0	0	2	0	0	0	2	23

8.2 COORDINATION OF THE RDP PLAN

Community Participation

Participation is a cornerstone of the success of the Thabo Mofutsanyana Rural Development Plan. It will have to be a well-coordinated exercise that will be inclusive of all the stakeholders the vastness of the topic and the area it should cover, different stakeholders will have to participate separately on areas that concern or affect them the following are stakeholders in the RDP.

- Government: National, Provincial, District and Local Municipalities
- Business: they are the investors in the plan, have the technology and the funding to make the plan realizable.
- Cooperatives
- Non-Government Organisations (NGO's)
- Overseas Development Agencies: They are an important international stakeholder in RDP, have skills and funding.

- Community Based Organisations
- Media: both print and broadcasting media
- Institutions of higher learning and research institutions
- Communities themselves

Participation should take place at different levels, the table below indicates such levels:

TABLE 191: PARTICIPATION STRUCTURES

COMMITTEE	COMPOSITION	RESPONSIBILITY
Political IGR	Mayor, Council members, Traditional leaders, Business representatives – chaired by mayor or any other.	Interrogate progress made, resolve challenges being made and give policy and political direction on RDP.
Technical IGR	Planning and Development officials, IDP Managers, Community Infrastructure officials, Cooperate services, Community services, Sector Departments of Provincial and National Departments.	
Technical Working Groups	NGO's, working in the District, Overseas Development agencies	Planning Budgeting, Implementation, Capacity building, Research and innovation, Monitoring and evaluation
Community Working groups	Technical IGR and identified representative structures of community based organisations, representatives from traditional leaders.	Identification of beneficiaries, Data collection, Planning, Budget ingntation <Conflict resolution of feedback, Communication supervision.
Sectoral Working Groups	Project teams on specific programmes and projects	Planning, Budgeting implementation, Progress reporting, Project management.

8.3 BUILDING ON EXISTING INITIATIVES

The rural Development Plan does not seek to replace or disregard initiatives which were under way, instead it seeks to enhance, supplement and complement them. Government has started many programmes towards development eg Land Reform, Agrarien Reform, Women in Agriculture, School building programme, Skills development, Adult Basic Education, SMME's, etc., all which are cornerstone of the RDP.

Other elements to consider will be the participation of other stakeholders like Overseas Development agencies. These are specific programmes they assist with which should be bought on board.

8.4 ALIGNING PRIORITIES WITH POLICY REQUIREMENTS

The implementation Plan makes provision for priorities to be observed, such priorities should be linked to the policy provision on the sectors the government has pronounced as priority sectors. While the reasons behind such pronouncement could be questioned there is an advantage of not doing so. Priority sectors have funds budgeted for in a form of government programmes which are readily available. A good example is the provision of infrastructure in the rural areas.

Both the National Development Plan and the Comprehensive Rural Development Plan have prioritized Agriculture, Infrastructure, Skills Development, SMME's, Tourism and provision of basic needs as priority areas to be considered when planning take place. The implication of this on the plan is that the plan should be driven by such priorities so that the policy ideals can be realized. The plan should by and large draw funds from existing programmes to ease the budgetary burden that could be placed on Treasury. Policy requirements are a reflection of the government agenda and the development direction the government is taking.

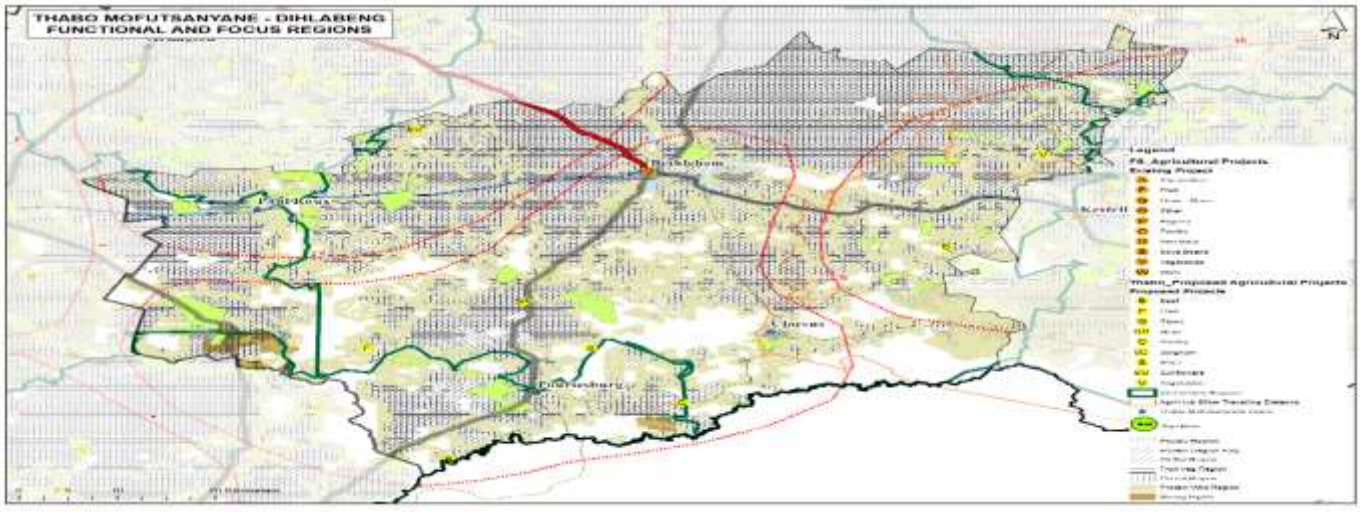
8.5 DIHLABENG PROPOSED PROJECTS FOR FOCUS REGION

The following key projects are proposed within the Thabo Mofutsanyane District to unlock the economic potential of the rural areas as well as creating better linkages between urban and rural areas. Through some of the key projects poverty will be alleviated and access to markets will be more accessible for the rural poor. The proposed projects have been clustered into the functional region groups and each focus area identified have particular projects linked to it which combines with the main commodities of that particular Functional Region.

TABLE 192: PROPOSED PROJECTS

FOCUS REGION	EXISTING PROJECTS	PROPOSED PROJECTS	FUNCTIONAL REGION - EVIDENT
Focus Region 1	Wool & Red Meat	Protein, Poultry and Vegetables	Meats (Beef, Mutton, Game)
Focus Region 2	Vegetables	Cereals, Vegetables and protein	Mixed (Across all regions, excluding fruits and oils)
Focus Region 3	Red Meat	Cereals, Vegetables, Fruits Protein, Oils and Fats	Mixed (Across all regions, excluding fruits and oils)
Focus Region 4	N/a	Cereals, Vegetables, Protein, Oils and Fats	Mixed (Across all regions)
Focus Region 5	Soya Beans	Cereals, Vegetables, Protein	Mixed (Across all regions, excluding fruits)
Focus Region 6	**N/a**	**Cereals, Vegetables, Protein, Oils and Fats**	**Mixed (Across all regions, excluding fruits)**
Focus Region 7	**Grain-Maize**	**Cereals, Vegetables, Fruits, Protein, Oils and Fats**	**Mixed (Across all regions)**
Focus Region 8	Vegetables	Cereals, Vegetables, Protein, Oils and Fats	Mixed (Across all regions, excluding fruits and oils)
Focus Region 9	N/a	Cereals, Vegetables, Protein, Oils and Fats	Mixed (Across all regions, excluding fruits and oils)
Focus Region 10	Aquaculture, Vegetables & Grain - Maize	Cereals (Soya included), Vegetables, Fruits Protein, Oils and Fats	Mixed (Across all regions)

MAP 11: IMPLEMENTATION PLAN AND OVERVIEW OF FOCUS REGIONS



The following road projects have been identified to unlock the rural economy and provide access to markets and potential value chains for emerging farmers and rural communities as illustrated in Map 2:

TABLE 193: PROPOSED ROAD PROJECTS - MAINTENANCE & BUILDING OF NEW ROADS

PROJECT NUMBER	FOCUS REGIONS	DESCRIPTION	DISTANCE & ROAD NAME
4	6 & 7	Bethlehem to Lindley	57,5 km, R 76

AGRIPARK PROJECTS

Projects are ranked according to the use it will contribute towards the Thabo Mofutsanyane District as illustrated in the table below:

TABLE 194: PROPOSED PROJECTS LINKED TO AGRI-PARK INITIATIVE

Function	Towns	Commodities	Project
Agri Hub	Tshiame & Thaba Nchu	Beef	• Slaughtering Facilities • Abattoir • Cold storage facility • Livestock handling facility • Packaging Plant • Tannery
		Fruit	• Fruit Processing Facilities • Packaging Plant • Juice Extraction • Dehydration Plant
		Game	• Boma Facility
		Grain	• Dry Milling Plant • Wet Milling Plant • Storage Facilities
		Poultry	• Battery • Abattoir • Cold Storage Facility • Packaging
		Sunflower	• Cold Pressing Plant • Storage Facility
		Vegetables	• Washing • Packaging • Cold Storage • Dehydration Facility
FPSU's	Bethlehem Ladybrand Warden Senekal	Beef	• Feedlot • Cattle Handling Facility • Holding Pens
		Fruit	• Fresh Produce Outlet • Cold Storage Facility • Logistics
		Game	• Boma Facility
		Grain	• Bakery
		Poultry	• Hatchery • Broilers • Local Outlet Store
		Sunflower	• Handling Facility
		Vegetables	• Incubators tunnels • Fresh Produce Outlet
Other Towns	Tweespruit Hobhouse Clocolan Ficksburg Marquard Fouriesburg Clarens Rosendal Paul Roux Arlington	Beef	• Holding Pens
		Fruit	• Fresh Produce Local Market
		Game	• N/a
		Grain	• Local Community Bakery
		Poultry	• Hatchery
		Sunflower	• N/a

Function	Towns	Commodities	Project
	Lindley Petrus Steyn Reitz Vrede Memel Kestell Harrismith	Vegetables	• Fresh Produce Local Market • Hydroponics

PROJECTS PER FOCUS REGION

Each focus region is briefly summarised according to the following key parameters:

- Crop suitability and yield potential per farm owned by DRDLR
- Grazing and livestock capacity per farm is presented;
- Potential arable and irrigation land is assessed;
- Functional areas rating per farm portion (where information could be obtained from functional Region analysis) and
- Spatial representation of key projects, catchment areas and routes to improve access towards markets. Proposals include provision for Agri-Hub, Farming Production Supporting Units and other Towns. Collection points have been proposed at towns where limited potential exist to ensure accessibility towards all towns within the District.

FOCUS REGION 6: PAUL ROUX/ catchment area

TABLE 195: FOCUS REGION 6 - OVERVIEW OF AGRICULTURAL POTENTIAL PER PROJECT

FOCUS REGION	DRDLR No	PROJECT NAME	ARABLE HA	IRRIGATED HA	GRAZING HA	CEREALS (POTENTIAL)					CEREALS (YIELD - TOWNS)					MEATS	
						MAIZE	WHEAT	SUNFLOWER	SORGHUM	SOYA	MAIZE (5 t/ha)	WHEAT (2 t/ha)	SUNFLOWER (2 t/ha)	SORGHUM (1,5t/ha)	SOYA (1,5t/ha)	LARGE LIVESTOCK (6ha/su)	SMALL LIVESTOCK (1ha/su)
6	46	Pro-Active Yeomanrykopjes	0.0	0.0	345.5	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	49.4	230.4
	59	Pro-Active Hoek van Holland & Verdun	65.0	0.0	37.5	Yes	No	Yes	Yes	Yes	325.0	0.0	130.0	97.5	97.5	14.6	68.3
	86	Pro-Active Kaffirskraal	430.0	0.0	231.0	Yes	No	Yes	Yes	Yes	2150.0	0.0	860.0	645.0	645.0	94.4	440.7
	100	Pro-Active Zandlaagte	84.0	0.0	67.0	Yes	No	Yes	Yes	Yes	420.0	0.0	168.0	126.0	126.0	21.6	100.7
	164	Pro-Active Spyoenkop	36.0	0.0	1059.0	Yes	No	Yes	Yes	Yes	180.0	0.0	72.0	++6 6 666666 666666 666666 666666 6654.0	54.0	156.4	730.0
	183	Pro-Active Groot Dam	95.0	130.0	102.3	Yes	No	Yes	Yes	Yes	1515.0	0.0	710.0	467.5	467.5	60.7	261.5
	208	Pro-Active Middelpunt	252.0	0.0	10.0	Yes	No	Yes	Yes	Yes	1260.0	0.0	504.0	378.0	378.0	37.4	174.7
	256	Pro-Active Bronkorsfontein	177.0	0.0	461.0	Yes	No	Yes	Yes	Yes	885.0	0.0	354.0	265.5	265.5	91.1	425.3
	313	Pro-Active Fialy	0.0	0.0	171.8	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	24.5	114.6
	330	Mohapi Trust	62.0	0.0	23.7	Yes	No	Yes	Yes	Yes	310.0	0.0	124.0	93.0	93.0	12.2	57.1
	382	Libata Tsa Makgolokoe	49.0	0.0	103.0	Yes	No	Yes	Yes	Yes	245.0	0.0	98.0	73.5	73.5	21.7	101.4
	436	Tsiu Family	61.0	0.0	154.9	Yes	No	Yes	Yes	Yes	305.0	0.0	122.0	91.5	91.5	30.8	143.9
	465	Ndlovu Farmers	0.0	0.0	0.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	466	Makhalane Farming	0.0	0.0	0.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	467	Khasebe Farmers	0.0	0.0	0.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	467	Khasebe Farmers	0.0	0.0	0.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	0.0	0.0

470	Itumeleng Farmers	0.0	0.0	0.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	0.0	0.0
512	Mopeli Family	0.0	145.0	260.8	Yes	No	Yes	Yes	Yes	1160.0	0.0	580.0	362.5	362.5	73.5	318.9
527	Lebaka Trust	0.0	20.0	181.0	Yes	No	Yes	Yes	Yes	160.0	0.0	80.0	50.0	50.0	30.9	140.7
555	Sithole Trust	0.0	0.0	193.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	27.6	128.7
566	Itumeleng	185.0	0.0	177.5	Yes	No	Yes	Yes	Yes	925.0	0.0	370.0	277.5	277.5	51.8	241.7
567	Mantsha Tlala	50.0	0.0	383.9	Yes	No	Yes	Yes	Yes	250.0	0.0	100.0	75.0	75.0	62.0	289.3
573	Windhoek Project	47.0	0.0	124.3	Yes	No	Yes	Yes	Yes	235.0	0.0	94.0	70.5	70.5	24.5	114.2
574	Mphou Family	0.0	0.0	108.3	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	15.5	72.2
575	Schaapvlei Trust	75.0	0.0	199.3	Yes	No	Yes	Yes	Yes	375.0	0.0	150.0	112.5	112.5	39.2	182.9
577	Millicent Excelsior	75.0	0.0	149.6	Yes	No	Yes	Yes	Yes	375.0	0.0	150.0	112.5	112.5	32.1	149.7
582	Batho Ba Kopane	60.0	15.0	118.8	Yes	No	Yes	Yes	Yes	420.0	0.0	180.0	127.5	127.5	29.3	134.2
584	Dipali Family Trust	40.0	17.0	199.0	Yes	No	Yes	Yes	Yes	336.0	0.0	148.0	102.5	102.5	38.4	176.3
602	Sefatsa	100.9	0.0	119.0	Yes	No	Yes	Yes	Yes	504.6	0.0	201.9	151.4	151.4	31.4	146.6
604	Motaung and Moloi	0.0	0.0	214.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	30.6	142.7
617	Mosai Trust	16.0	0.0	349.5	Yes	No	Yes	Yes	Yes	80.0	0.0	32.0	24.0	24.0	52.2	243.7
671	Rozendal	0.0	0.0	215.3	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	30.8	143.5
674	Mculwane	0.0	0.0	258.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	36.9	172.0
675	Masiteng Family Trust	50.0	0.0	185.9	Yes	No	Yes	Yes	Yes	250.0	0.0	100.0	75.0	75.0	33.7	157.2
685	Phahameng Farmers	60.0	0.0	0.0	Yes	No	Yes	Yes	Yes	300.0	0.0	120.0	90.0	90.0	8.6	40.0
686	Rekopane Project	129.2	0.0	0.0	Yes	No	Yes	Yes	Yes	646.2	0.0	258.5	193.8	193.8	18.5	86.2
695	Motsima and Nyambose	30.0	0.0	45.5	Yes	No	Yes	Yes	Yes	150.0	0.0	60.0	45.0	45.0	10.8	50.3
697	Tweeport Trust	109.0	0.0	62.4	Yes	No	Yes	Yes	Yes	545.0	0.0	218.0	163.5	163.5	24.5	114.3
730	Maseko Family	24.0	0.0	135.0	Yes	No	Yes	Yes	Yes	120.0	0.0	48.0	36.0	36.0	22.7	106.0
737	Iketsetseng Bafokeng	136.7	11.9	101.5	Yes	No	Yes	Yes	Yes	778.5	0.0	320.9	234.7	234.7	37.0	170.7
738	Mofokeng Trust	88.0	0.0	26.0	Yes	No	Yes	Yes	Yes	440.0	0.0	176.0	132.0	132.0	16.3	76.0
784	Mofokeng Project	0.0	0.0	289.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	41.3	192.7
1192	Iketsetseng Poultry	0.0	0.0	0.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1212	Arlington Commonage TLC	191.0	0.0	191.0	Yes	No	Yes	Yes	Yes	955.0	0.0	382.0	286.5	286.5	54.6	254.7
1231	Motsima and Nyambose	150.0	0.0	87.7	Yes	No	Yes	Yes	Yes	750.0	0.0	300.0	225.0	225.0	34.0	158.5
	TOTAL	2930	338	7142						17350	0	7210	5240	5240	1523	7052

TABLE 196: FOCUS REGION 6 - OVERVIEW OF SUITABILITY BASED ON FUNCTIONAL REGION SCORING (0 -100%)

FOCUS REGION	DRDLR No	PROJECT NAME	WILD	PROTEIN	POULTRY	OIL & FATS	FRUIT AN VEG	CEREALS	FUNCTIONAL
6	46	Pro-Active Yeomanrykopjes	10.0	28.4	38.0	53.3	22.8	31.1	55.6
	59	Pro-Active Hoek van Holland & Verdun	70.0	47.2	46.5	56.1	51.5	44.4	63.3
	86	Pro-Active Kaffirskraal	70.0	48.8	48.9	57.4	52.6	57.4	66.7
	100	Pro-Active Zandlaagte	70.0	49.4	48.7	58.7	54.1	45.7	63.3
	164	Pro-Active Spyoenkop	70.0	51.1	49.3	60.8	55.6	47.5	61.2
	183	Pro-Active Groot Dam	10.0	57.3	66.8	78.2	43.6	58.4	67.2
	208	Pro-Active Middelpunt	70.0	58.0	59.0	68.5	62.8	54.3	68.2
	256	Pro-Active Bronkorsfontein	26.4	16.3	18.6	22.4	16.3	18.0	64.4
	313	Pro-Active Fialy	70.0	42.4	41.8	50.6	46.4	38.2	63.1
	330	Mohapi Trust	10.0	55.2	65.2	77.2	42.8	56.6	65.5
	382	Libata Tsa Makgolokoe	70.0	39.6	39.8	46.8	43.0	36.0	67.4
	436	Tsiu Family	70.0	15.6	15.1	18.8	17.4	14.0	61.1
	465	Ndlovu Farmers	67.6	36.4	34.4	42.4	34.6	32.4	63.8
	466	Makhalane Farming	49.6	56.9	56.3	65.4	53.3	51.3	59.9
	467	Khasebe Farmers	-	-	-	-	-	-	-
	467	Khasebe Farmers	-	-	-	-	-	-	-
	470	Itumeleng Farmers	10.0	55.1	60.2	74.9	40.4	56.1	60.7
	512	Mopeli Family	70.0	47.9	47.3	57.0	52.1	53.0	63.6
	527	Lebaka Trust	10.0	25.0	34.9	44.6	23.7	26.9	57.3
	555	Sithole Trust	57.0	22.0	22.8	28.0	21.1	20.9	61.7
	566	Itumeleng	70.0	23.1	22.3	27.7	25.5	21.0	60.9
	567	Mantsha Tlala	72.1	28.6	27.6	33.7	31.0	26.8	61.6
	573	Windhoek Project	16.1	24.6	29.1	35.2	20.2	25.1	62.9

	574	Mphou Family	10.0	39.4	50.1	58.7	32.8	40.9	66.6
	575	Schaapvlei Trust	10.0	38.7	45.5	54.1	30.0	39.6	65.2
	577	Millicent Excelsior	32.7	35.3	41.5	50.7	36.0	35.0	62.4
	582	Batho Ba Kopane	70.0	47.5	48.5	55.9	46.7	44.1	68.3
	584	Dipali Family Trust	70.0	64.6	63.9	76.6	70.2	57.8	64.3
	602	Sefatsa	10.0	50.8	62.8	76.0	41.8	52.8	63.6
	604	Motaung and Moloi	70.0	32.2	31.1	38.4	35.4	29.4	61.1
	617	Mosai Trust	70.0	25.2	24.2	30.1	27.8	22.4	60.4
	671	Rozendal	10.0	32.0	37.3	44.5	24.6	32.7	63.6
	674	Mculwane	10.0	62.0	65.0	77.0	42.8	62.0	65.5
	675	Masiteng Famity Trust	70.0	17.3	16.9	21.1	19.1	15.6	60.5
	685	Phahameng Farmers	70.0	69.0	72.9	81.0	74.6	81.0	73.2
	686	Rekopane Project	70.0	69.0	73.0	81.0	74.7	81.0	73.4
	695	Motsima and Nyambose	10.0	52.9	64.8	76.9	42.7	54.6	65.3
	697	Tweeport Trust	10.0	38.0	42.8	50.9	28.1	38.6	63.8
	730	Maseko Family	44.9	45.4	46.9	56.3	43.5	43.3	63.9
	737	Iketsetseng Bafokeng	70.0	66.9	68.3	78.9	72.4	78.9	68.8
	738	Mofokeng Trust	10.0	57.6	63.6	76.7	41.9	58.4	63.8
	784	Mofokeng Project	10.0	25.7	29.3	39.2	20.3	26.4	53.8
	1192	Iketsetseng Poultry	70.0	22.8	23.9	27.4	22.4	20.8	71.0
	1212	Arlington Commonage TLC	10.0	58.4	62.2	75.9	41.4	58.8	62.7
	1231	Motsima and Nyambose	10.0	52.8	65.5	77.3	43.0	54.6	66.0

FOCUS REGION 7: BETHLEHEM/FOURIESBURG/CLARENS catchment area

TABLE 197: FOCUS REGION 7 - OVERVIEW OF AGRICULTURAL POTENTIAL PER PROJECT

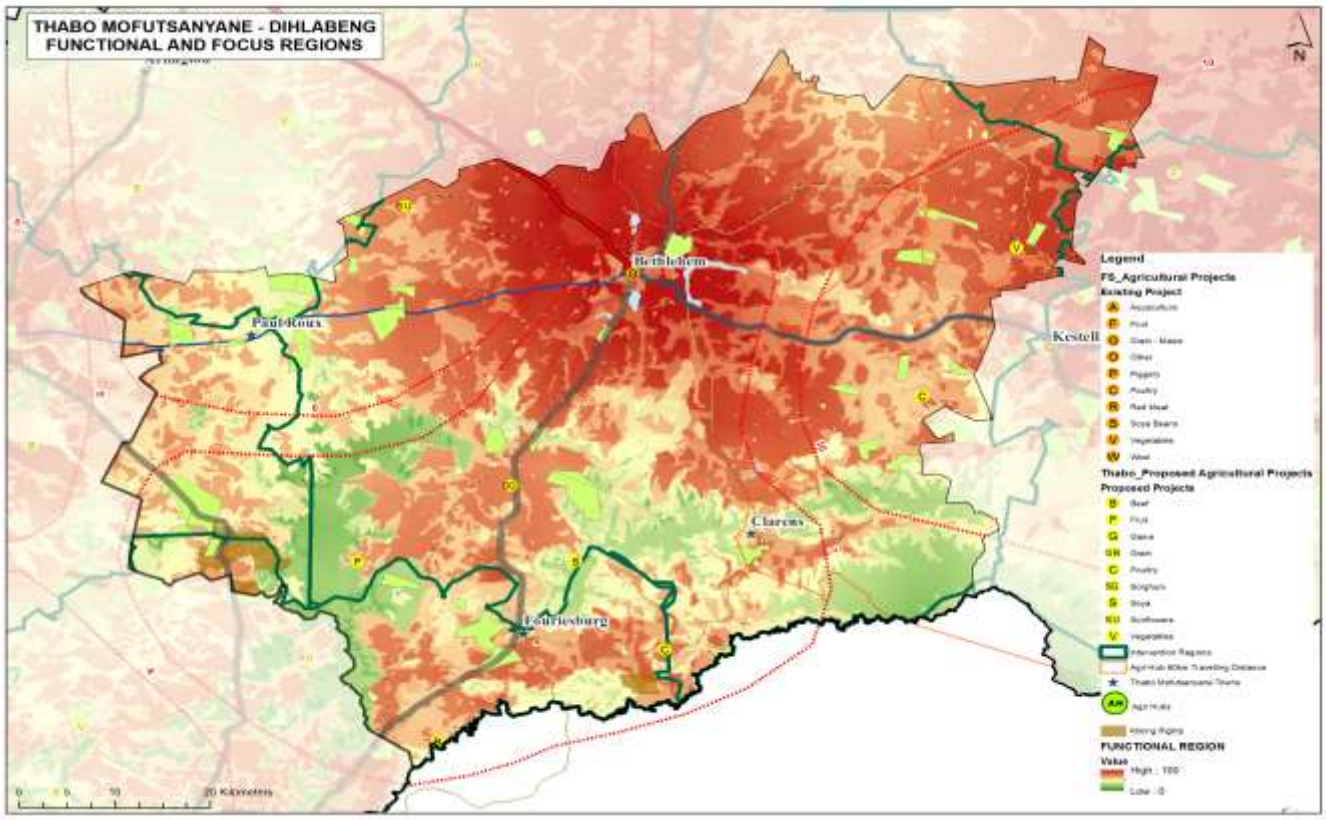
FOCUS REGION	DRDLR No	PROJECT NAME	ARABLE HA	IRRIGATED HA	GRAZING HA	CEREALS (POTENTIAL)					CEREALS (YIELD - TOWNS)					MEATS	
						MAIZE	WHEAT	SUNFLOWER	SORGHUM	SOYA	MAIZE (5 t/ha)	WHEAT (2 t/ha)	SUNFLOWER (2 t/ha)	SORGHUM (1,5t/ha)	SOYA (1,5t/ha)	LARGE LIVESTOCK (6ha/lsu)	SMALL LIVESTOCK (1ha/lsu)
7	65	Pro-Active Snymanshoeks	337.6	0.0	927.6	Yes	Yes	Yes	Yes	Yes	1688.0	675.2	675.2	506.4	506.4	180.7	843.5
	82	Pro-Active Schurwekop	0.0	0.0	838.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	119.7	558.7
	90	Pro-Active De Hoop	100.0	0.0	164.0	Yes	Yes	Yes	Yes	Yes	500.0	200.0	200.0	150.0	150.0	37.7	176.0
	228	Pro-Active Roodekrans	182.0	80.2	120.0	Yes	Yes	Yes	Yes	Yes	1551.8	1005.8	684.9	473.6	473.6	63.2	281.6
	330	Mohapi Trust	62.0	0.0	23.7	Yes	Yes	Yes	Yes	Yes	310.0	124.0	124.0	93.0	93.0	12.2	57.1
	464	GP Didebe	56.0	0.0	105.6	Yes	Yes	Yes	Yes	Yes	280.0	112.0	112.0	84.0	84.0	23.1	107.7
	528	Mokoena Trust	120.0	0.0	184.0	Yes	Yes	Yes	Yes	Yes	600.0	240.0	240.0	180.0	180.0	43.4	202.7
	552	Bafokeng	62.0	0.0	109.3	Yes	Yes	Yes	Yes	Yes	310.0	124.0	124.0	93.0	93.0	24.5	114.2
	583	Sekgutlong Trust	100.0	0.0	183.5	Yes	Yes	Yes	Yes	Yes	500.0	200.0	200.0	150.0	150.0	40.5	189.0
	866	Fire Sesolo Group	100.0	0.0	180.9	Yes	Yes	Yes	Yes	Yes	500.0	200.0	200.0	150.0	150.0	40.1	187.3
	1023	Ndlebe & Dlamini	39.5	0.0	31.8	Yes	Yes	Yes	Yes	Yes	197.5	79.0	79.0	59.3	59.3	10.2	47.5
	1050	Roelofsrust	77.0	0.0	169.3	Yes	Yes	Yes	Yes	Yes	385.0	154.0	154.0	115.5	115.5	35.2	164.2
	1118	Pro-Active Rondekraal				Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	1119	Pro-Active Rondekraal				Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	1144	Tshepo-E-Ntjha	0.0	0.0	410.0	Yes	No	Yes	Yes	Yes	0.0	0.0	0.0	0.0	0.0	58.6	273.3
	1148	Mashaeng	100.0	0.0	266.8	Yes	Yes	Yes	Yes	Yes	500.0	200.0	200.0	150.0	150.0	52.4	244.5
	1214	Bethlehem Commonage TLC	267.0	0.0	393.0	Yes	Yes	Yes	Yes	Yes	1335.0	534.0	534.0	400.5	400.5	94.3	440.0
	1216	Clarens Commonage TLC	24.0	0.0	462.3	Yes	Yes	Yes	Yes	Yes	120.0	48.0	48.0	36.0	36.0	69.5	324.2
	1220	Fouriesburg Commonage TLC	438.3	40.0	653.4	Yes	Yes	Yes	Yes	Yes	2511.5	1196.6	1036.6	757.5	757.5	166.0	767.8

FOCUS REGION	DRDLR No	PROJECT NAME	ARABLE HA	IRRIGATED HA	GRAZING HA	CEREALS (POTENTIAL)					CEREALS (YIELD - TOWNS)					MEATS	
						MAIZE	WHEAT	SUNFLOWER	SORGHUM	SOYA	MAIZE (5 t/ha)	WHEAT (2 t/ha)	SUNFLOWER (2 t/ha)	SORGHUM (1,5t/ha)	SOYA (1,5t/ha)	LARGE LIVESTOCK (6ha/lsu)	SMALL LIVESTOCK (1ha/lsu)
	1233	Rosendal Commonage TLC	94.0	0.0	300.0	Yes	Yes	Yes	Yes	Yes	470.0	188.0	188.0	141.0	141.0	56.3	262.7
	1242	Thusanang/Bethlehem	120.0	0.0	51.0	Yes	Yes	Yes	Yes	Yes	600.0	240.0	240.0	180.0	180.0	24.4	114.0
	1248	Bethlehem Farmers Trust	130.0	0.0	16.0	Yes	Yes	Yes	Yes	Yes	650.0	260.0	260.0	195.0	195.0	20.9	97.3
		TOTAL	2400	120	5590						13000	5780	5300	3910	3910	1170	5450

TABLE198: FOCUS REGION 7 - OVERVIEW OF SUITABILITY BASED ON FUNCTIONAL REGION SCORING (0 -100%)

FOCUS REGION	DRDLR No	PROJECT NAME	WILD	PROTEIN	POULTRY	OIL & FATS	FRUIT & VEG	CEREALS	FUNCTIONAL
7	65	Pro-Active Snymanshoeks	70.0	56.5	57.4	66.6	61.1	66.6	68.5
	82	Pro-Active Schurwekop	80.0	13.0	12.0	15.0	13.8	15.0	62.3
	90	Pro-Active De Hoop	80.0	34.1	30.9	38.3	35.1	38.3	60.4
	228	Pro-Active Roodekrans	76.8	42.3	40.4	46.5	42.9	46.5	66.2
	330	Mohapi Trust	10.0	55.2	65.2	77.2	42.8	56.6	65.5
	464	GP Didebe	40.0	57.5	64.0	81.5	37.8	61.5	64.7
	528	Mokoena Trust	40.0	35.5	38.4	47.2	25.7	36.6	62.1
	552	Bafokeng	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	583	Sekgutlong Trust	44.4	13.8	14.5	16.9	14.8	16.2	61.8
	866	Fire Sesolo Group	63.0	64.8	69.9	79.6	66.6	74.9	70.2
	1023	Ndlebe & Dlamini	68.2	64.3	64.0	77.0	68.7	75.8	64.7
	1050	Roelofsrust	48.3	36.7	39.9	43.7	38.5	42.3	66.9
	1118	Pro-Active Rondekraal	80.0	57.7	53.9	64.5	58.5	64.5	63.8
	1119	Pro-Active Rondekraal	80.0	56.2	52.4	62.8	57.3	62.8	64.6
	1144	Tshepo-E-Ntjha	50.2	27.2	27.8	32.4	29.5	32.1	63.0
	1148	Mashaeng	0.0	22.4	29.4	22.4	20.3	22.4	55.4
	1214	Bethlehem Commonage TLC	70.0	50.4	58.4	59.2	50.8	59.2	77.3
	1216	Clarens Commonage TLC	57.6	15.1	14.5	18.0	13.9	13.7	64.3
	1220	Fouriesburg Commonage TLC	40.0	54.0	63.0	73.5	36.6	56.0	63.2
	1233	Rosendal Commonage TLC	80.0	69.7	65.9	77.7	71.2	77.7	66.3
	1242	Thusanang/Bethlehem	64.2	42.7	44.3	51.6	45.3	50.1	66.6
	1248	Bethlehem Farmers Trust	69.1	69.2	74.4	81.4	66.6	65.6	75.5

MAP 12: FUNCTIONAL AND FOCUS REGIONS



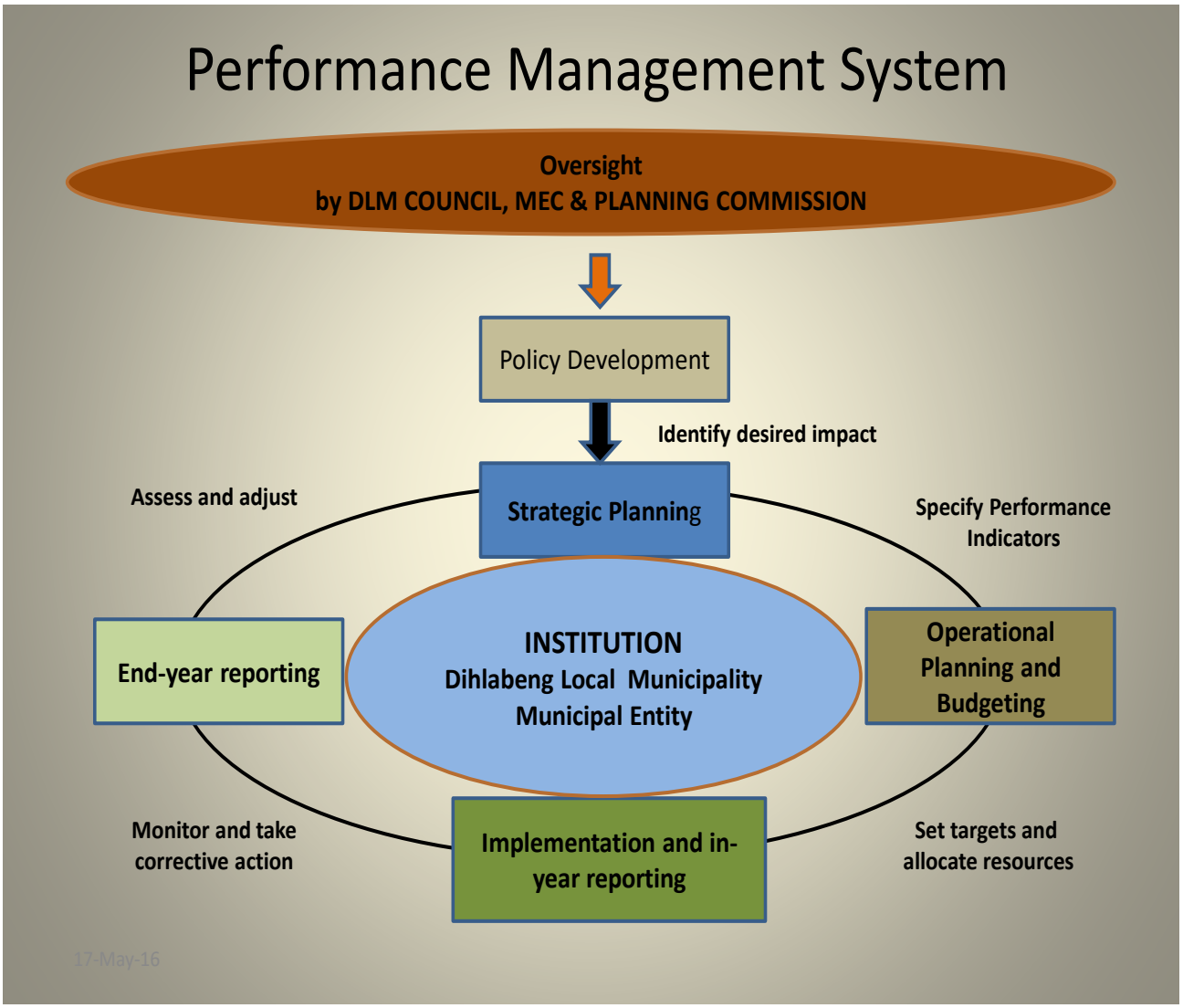
CHAPTER 9: PERFORMANCE MANAGEMENT

9.1 PERFORMANCE MANAGEMENT SYSTEM

Introduction as the primary mechanism to monitor, review and improve the implementation of the municipality's IDP. In doing so, it should fulfil the following functions:

- Facilitating increased accountability;
- Facilitating learning and improve;
- Beyond the fulfilling of legislative requirements, the municipality requires a performance management system that will be constituted management;
- Providing early warning signals; and
- Facilitating decision-making.

FIGURE 10: PERFORMANCE MANAGEMENT SYSTEM



PRINCIPLES GOVERNING THIS PERFORMANCE MANAGEMENT SYSTEM

The following principles are set to inform and guide the establishment and implementation of the Dihlabeng Municipality's Performance Management System:

- Simplicity and Commensurate with resources
- Politically Driven
- Transparency and Accountability
- Integration
- Objective

DIMENSIONS OF PERFORMANCE MANAGEMENT

Performance management at the municipality ought to be executed on three separate, but inter-related dimensions of performance, which need to be linked through the system.

MANAGING ORGANIZATIONAL PERFORMANCE MANAGEMENT

It is important at the Municipality, that the Council and management should have access to the appropriate information for considering and making timely interventions to uphold or improve the capacity of its delivery systems. The performance of any municipality as a service delivery mechanism is fundamentally determined by factors enabling it to perform its Constitutional and Statutory mandates. It is important that these fundamental and contributory factors for performance excellence at the municipality be measured to determine performance gaps timely with the objective to respond with appropriate remedial interventions.

MANAGING PERFORMANCE OF STRATEGY IMPLEMENTATION

Managing strategy implementation deals with municipal performance at the strategic level i.e. to measure its success in achieving the strategic objectives of the municipality through the implementation of the **IDP**. It should thus mainly inform the organization if it is doing the right things to produce the desired outcomes or impact through its operational actions to achieve its vision. It should thus focus on measuring the ongoing and long-term operations of the organization, linked with its Service Delivery Budget Implementation Plan.

Service Delivery Budget Implementation Planning can be defined as the detailed deployment of resources to achieve the IDP in terms of its annual development objectives. It includes annual action plans, which are structured and interconnected actions with fixed target dates. Annual business planning is the process which determines all activities regarding the **what, where,** by **who and when** – in an annual basis. Clearly defined KPI's and performance targets furthermore direct it.

PERFORMANCE MEASUREMENT PLANNING

Performance planning is to be managed in terms of the Integrated Development Plan. The IDP process constitutes the process of planning performance. It is crucial that all the priorities in the IDP, objectives, indicators and targets are specific, measurable and achievable.

TABLE 199: PERFORMANCE MANAGEMENT PLANNING

DIMENSION	PROCESS	FREQUENCY
Organizational Service Delivery Capacity	• Clarify statutory mandate • Initiate assessment of operational service delivery responsibilities and capacities • Develop KPI's and targets (input indicators) • Determine measurement sources	Annually
Performance of Strategy Implementation	• Determine strategy in IDP and align with Performance Management and Budget process • Clarify roles and responsibilities • Develop Business Units' Service Delivery Budget Implementation plans to support strategy • Develop KPI's and targets • Determine individual responsible for measurement • Determine measurement source	Annually
Staff Performance	• Confirm Organizational Structure and Job descriptions • Determine roles of individual in performance of organization • Develop individual performance agreements with KPI's and targets to support Business Units' Service Delivery Budget Implementation plans	Annually

MONITORING AND EVALUATION

DIMENSION	PROCESS	FREQUENCY
Organizational Service Delivery Capacity	Review institutional capacity for service delivery	Annually
Performance of Strategy Implementation	Business Units' reviews Review IDP and strategy	Monthly Annually
Staff Performance	Review individual performance	Quarterly/ every six months and annually

PERFORMANCE REVIEW

DIMENSION	PROCESS	FREQUENCY
Organizational Service Delivery Capacity	Review institutional capacity for service delivery	Annually
Performance of Strategy Implementation	Business Units' reviews Review IDP and strategy	Monthly Annually
Staff Performance	Review individual performance	Quarterly/ every six months and annually

PERFORMANCE REPORTING

DIMENSION	PROCESS	FREQUENCY
Organizational Service Delivery Capacity	• Report on institutional capacity for service delivery	Every Six months
Performance of Strategy Implementation	• Report to Council on municipal performance against IDP based targets • Formal report to Council and stakeholders on municipal performance against the reaching of IDP based targets • Citizens report on municipal performance against the reaching of IDP based targets	Every Six months Annually
Staff Performance	• Report on individual performance • Recognition for performance	Every Six months Annually

STAFF PERFORMANCE

DIMENSION	PROCESS	FREQUENCY
Organizational Service Delivery Capacity	• Establish Audit Committee • Internal Audit to measure reliability of performance measurements • Internal Audit to determine functionality of the PMS • Internal Audit to determine adherence of the system to the Municipal Systems Act	Annually/Ongoing Quarterly, but at least twice yearly Ad hoc
Performance of Strategy Implementation	• Review PMS • Assess sufficiency of indicators	Annually
Staff Performance	• Disciplinary investigations	Ad hoc

9.2 MANAGING STAFF PERFORMANCE

Staff Performance Management deals with performance on the level of the individual employee. Individual performance targets are also formulated during this business planning process referred to in Section 4.2. Measuring staff performance provides Council and management with appropriate information on the behavior of staff and outcomes in the workplace. Reviewing staff performance at regular intervals will provide the Council and management with appropriate information performance gaps or excellence.

The following table details the timing and activities required for each of the four key phases in the performance management cycle.

TABLE 200: MANAGING STAFF PERFORMANCE

PHASE TIMING	ACTIVITIES
PLANNING July each year i.e. beginning of financial year	1. Manager to schedule meeting with Employee to agree performance objectives for the year. 2. Both the Manager and the Employee are required to prepare for this meeting. 3. Manager and Employee to sign the Performance Agreement.
COACHING Ongoing throughout the year	1. Manager to create both formal and informal opportunities to provide feedback to the Employee on his/her performance against the agreed objectives. 2. Employees to ask for feedback and assistance when required.
REVIEWING December of each year – mid year review June of each year - final review Q1 – July – September **Q2** – October - **December** Q3 – January – March **Q4** – April – **June**	1. Manager to set up formal mid-year review in December to assess the relevance of the objectives and the Employee's performance against the objectives. 2. Manager to set up a formal final review in June. **The process for reviewing performance is as follows:** 3. Manager to request input from "customers" on the Employee's performance throughout the year. 4. Employee to submit all required "evidence" to the Manager. 5. Manager to prepare scores of Employee's performance against agreed objectives as a result of the evidence and "customer" input. 6. Manager to ask Employee to prepare for formal review by scoring him/herself against the agreed objectives. 7. Manager and Employee to meet to conduct formal performance review and agree final scores. It may be necessary to have two meetings i.e. give Employee scores and allow him/her time to consider them before final agreement. Where an Employee and Manager disagree on the score, the Manager's decision is final. 8. Manager and Employee to prepare and agree learning plan – this only needs to be done at the final review in June and not at the mid-year review.
REWARDING Reward in July of each year	1. Results of the performance reviews should be submitted to the Municipal Manager so that the financial impact of reward on the municipality can be determined. 2. Once financial rewards have been approved, Manager to set up meeting with the Employee to give feedback on the link to reward as a result of the review.

REPORTING

The reporting process should be continuous in order to ensure the early identification of problem areas and none or under performance. The reporting channel and frequency is indicated under section 4 of this plan.

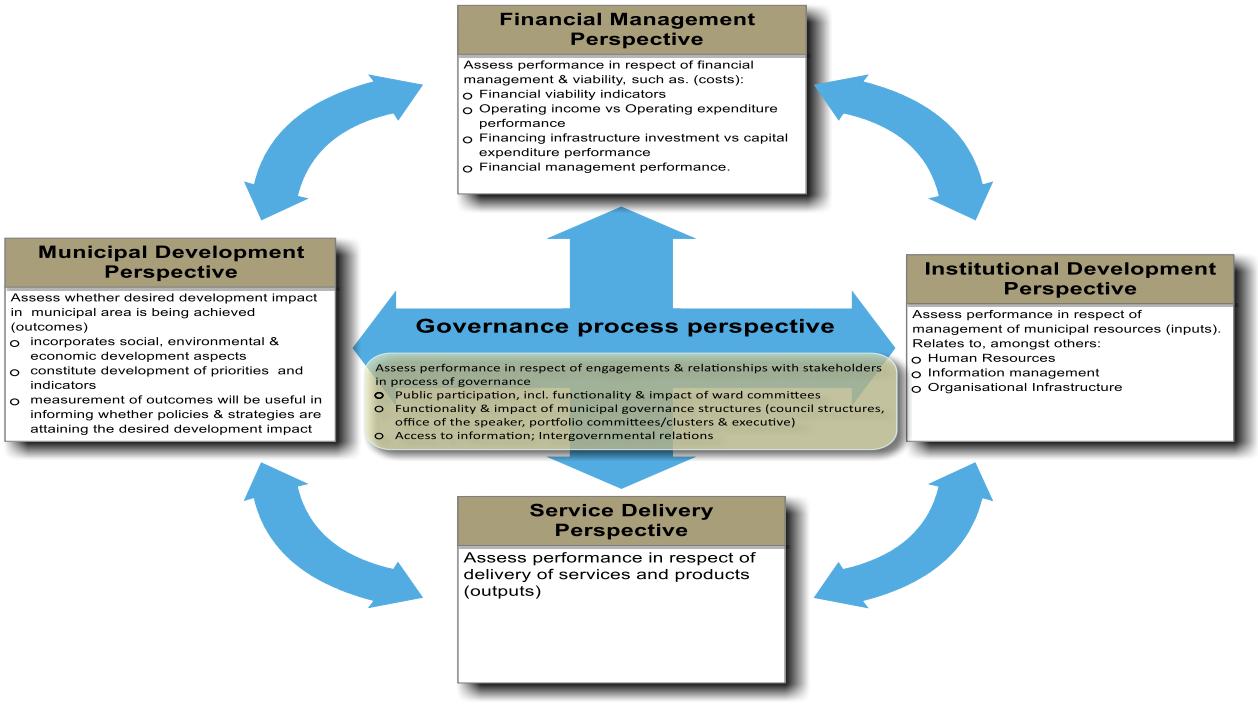
LEGAL FRAMEWORK

	Section	Institution	Frequency
1	Section 46 of Systems Act, 2000	Provincial Government	Annually
2	Section 45 Systems Act, 2000	Auditor General	Annually
3	Section 38-39 of Systems Act, 2000	Council	Quarterly
4	Section 55 (1) (a) (ii) of Systems Act, 2000	Municipal Manager	Monthly
5	Section 46 and 42 of Systems Act, 2000	Community	Bi-annually

REPORTING SYSTEM

Department / Section	Reporting to	Frequency	Status
All Directorates	Municipal Manager	Weekly/bi-weekly	Informal verbal reporting during management meetings. To be included in minutes of this meeting
All Directorates	Municipal Manager	Monthly/quarterly	Formal written report 05th of every month
All Directorates as well as Municipal Manager	Executive Mayor/ MAYCO	Monthly/quarterly	Directorate Report 10th of every month
Executive Mayor/ MAYCO	Council	Quarterly/annually	Executive Mayor/ MAYCO Report 15th day of October, January, April & August respectively
Council	MEC Auditor General	Annually	Formal Council Report 31st August to AG & 31st March to MEC
Council	Community	Bi-annually	▪ Formal Report to be made available ▪ Public sessions

FIGURE 11: MUNICIPAL SCORECARD


Financial Management Perspective
Assess performance in respect of financial management & viability, such as. (costs):
Financial viability indicators
Operating income vs Operating expenditure performance
Financing infrastructure investment vs capital expenditure performance
Financial management performance.
Municipal Development Perspective
Assess whether desired development impact in municipal area is being achieved (outcomes)
incorporates social, environmental & economic development aspects
constitute development of priorities and indicators
measurement of outcomes will be useful in informing whether policies & strategies are attaining the desired development impact
Governance process perspective
Assess performance in respect of engagements & relationships with stakeholders in process of governance
Public participation, incl. functionality & impact of ward committees
Functionality & impact of municipal governance structures (council structures, office of the speaker, portfolio committees/clusters & executive)
Access to information; Intergovernmental relations
Institutional Development Perspective
Assess performance in respect of management of municipal resources (inputs). Relates to, amongst others:
Human Resources
Information management
Organisational Infrastructure
Service Delivery Perspective
Assess performance in respect of delivery of services and products (outputs)

Adapted from the Balanced Scorecard by Robert S. Kaplan and Dave P. Norton. Harvard Business School Press. 1996.

THE MUNICIPAL DEVELOPMENT PERSPECTIVE

In this perspective, the municipality will assess whether the desired development impact in the municipal area is being achieved. It incorporates social, environmental and economic development aspects.

This perspective will constitute the development of priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved.

It is expected that the development priorities and indicators, will often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area will be useful in informing whether policies and strategies are attaining the desired development impact.

- **THE SERVICE DELIVERY PERSPECTIVE**

This perspective will assess performance with respect to the delivery of services and products. This relates to the output of the municipality.

- **THE INSTITUTIONAL DEVELOPMENT PERSPECTIVE**

This perspective will assess performance with respect to the management of municipal resources:

- ✓ Human Resources
- ✓ Information
- ✓ Organizational Infrastructure
- ✓ Asset management

This relates to the inputs of the municipality.

- **THE FINANCIAL MANAGEMENT PERSPECTIVE**

The perspective will assess performance with respect to financial management and viability, including:

- ✓ Financial viability indicators
- ✓ Operating income v/s Operating expenditure performance
- ✓ Financing infrastructure investment v/s capital expenditure performance
- ✓ Financial management performance.
- ✓ Governance Process Perspective

This perspective will assess performance with respect to engagements and relationships with its stakeholders in the process of governance. This perspective will include, amongst others:

- ✓ Public participation, including the functionality and impact of ward committees
- ✓ Functionality and impact of municipal governance structure (council structures including the offices of the speaker, and portfolio committees/clusters and executive)
- ✓ Access to information
- ✓ Intergovernmental relations.

THE INSTITUTIONAL FRAMEWORK

The EPDMS enables the municipality to translate overall strategic priorities as captured in the relevant policy statements and its IDP into performance measures for various levels of employees. In developing the Municipality objectives, the HOD and senior management utilize the medium-term strategic and annual business plans to outline objectives for the key performance areas (KPAs). The KPAs provide strategic focus and direction for the other activities in the municipality. The KPAs provide strategic focus and direction for the other activities in the municipality. The HOD and senior management will develop the organisational level objectives and indicators. This can be achieved by applying the following sequence –

- Identify appropriate objectives and key result areas based on the strategic priorities in the relevant policy statements, strategic plan and business plan.
- Develop indicators for each of the KPAs to measure progress towards the achievement of objectives and priorities
- Develop processes and time frames for development of business plans for the business unit or senior management team members
- Develop process and time frames for incorporation into work-plans of senior managers in the form of KPAs and CMCs.
- Incorporate overall performance into the HOD's performance agreement

Performance management at the component level focuses on outputs as opposed to inputs that will lead to achievement of overall outcomes of the department. After component goals have been established, the sub-components negotiate responsibilities for each output to define the role of each sub-component. Cascading responsibilities to the component level involves the following –

- Use priorities in the business plan as the basis for Key Performance Indicators
- Provide overview of the constraints of some of the indicators
- Take each priority area and identify the responsible sub-component
- Identify other role players who may share responsibility for the priority
- Ensure incorporation of responsibilities in workplans of sub-component managers
- Define the process for cascading the outputs and activities to individual employee performance agreement work plans at lower levels and ensure implementation

The following key role players will assume the responsibilities outlined to promote the implementation of the EPDMS in the municipality:

TABLE 201: ROLES AND RESPONSIBILITIES OF STAKEHOLDERS IN OPERATION AND MANAGEMENT OF PMS

PLANNING	**MONITORING , ANALYSIS AND MEASURING**		
	REVIEW	**REPORTING**	**ASSESSMENT**
*Submits priorities and objectives of the integrated Development plan to council for approval *Submits the PMS policy framework or approval *Submits the municipal strategic or organisational scorecard to Council for approval *Enters into a performance agreement with the Municipal Manager on behalf of Municipal Council	*Proposes to Council the annual review programme of the IDP, including the review of Key Performance Indicators and performance targets *Proposes the annual performance improvement measures of the municipality as part of the municipal strategic or organisational score-card *Proposes changes to the priorities, objectives, key performance targets of the municipality	*Receives monthly budget statement s *Receives performance reports quarterly from the internal auditor *Receives performance reports twice a year from the Performance Audit Committee *Receives monthly and quarterly reports from the Municipal Manger on the performance of managers and rest of the staff Receives the annual Section 46 reports from the Municipal Manager before submission	*Assess and submits the municipal annual audit plan and any substantial changes to council for approval *Assess and approves the implementation of the recommendations of the internal auditor with regard to improvement in the performance of the municipality or improvement of the performance management system itself *Receives and asses performance audit report(s) from the Auditor General and management comments and make recommendations to Council on addressing whatever audit queries raised therein

*Assigns the responsibility for the management of the PMS to the Municipal Manager *Tables the budget and the SDBIP to Council for approval *Approves the depart-mental or service scorecards and section 57 Managers scorecards	*Quarterly evaluates the performance of the municipality against adopted KPIs and targets *Quarterly reviews the performance of the departments to improve the economy, efficiency and effectiveness of the municipality *Quarterly and annually evaluates the performance of the Municipal Manager	to council, Auditor General and MEC *Report to council on the mid-term review and the annual report on the performance of the municipality *Reports to Council on the recommendations for the improvement of the performance management system	

ROLES AND RESPONSIBILITIES OF SECTION 57 MANAGERS

PLANNING	**IMPLEMENTATION**	**MONITORING, ANALYSIS AND MEASUREMENT**		
		REVIEW	**REPORTING**	**ASSESSMENT**
*Participate in the formulation of the SDBIP and the municipal strategic or organisational scorecard *Manage subordinates' performance *Enter into performance agreements with the Municipal Manager	*Manage the implementation of the Departmental scorecards *Ensure the performance objectives in the performance agreements are achieved	*Quarterly and annually review the performance of the department *Quarterly review performance of direct reports	*Report on the implementation of improvement measures adopted by the Executive Mayor and Council *Annually report on the perfor-mance of their departments *Receive bi-monthly perfor-mance report from section managers *Reports monthly on progress	*Participate in the formulation of the response to the recommendations of the internal auditor, Performance Audit Committee and the Auditor General

ROLES AND RESPONSIBILITY OF EMPLOYERS

PLANNING	**IMPLEMENTATION**	**MONITORING, ANALYSIS AND MEASUREMENT**		
		REVIEW	**REPORTING**	**ASSESSMENT**
*Participate in identifying of priorities and setting KPIs and targets for the municipality's IDP	*Execute individual work plans *Manage all information and evidence required for performance measurements	*Participate in the review of depart-mental plans	*Report on progress on achieving of own scorecard targets to section managers	*Asses performance review reports of own section

*Participate in the development of the organisational and the departmental scorecards *Participate in the development of their own performance scorecards *Responsible for successfully undertaking and completing any development initiative identified.		*Participate in the review of own performance		

ROLES AND RESPONSIBILITY OF COMMUNITY

PLANNING	REVIEW	REPORTING
*Participating in the drafting and implementation of the municipality's IDP through established forums *Participate in the setting of KPIs and targets for the municipality every year *Make representations on the draft annual budget	*Participate in the annual review of performance through their involvement in ward committee structures and customer perception surveys.	*Receive annual performance and budget reports from council

ROLES AND RESPONSIBILITIES OF WARD COMMITTEES

PLANNING	REVIEW	REPORTING
*Participate in the drafting and implementation of the municipality's IDP *Participate in the setting of KPIs and targets for the municipality every year *Make representations on the draft annual budget	*Participate in the annual review of performance through their involvement	*Receive quarterly performance reports from council

ROLES AND RESPONSIBILITIES OF ORGANIZED LABOUR

PLANNING	REVIEW	REPORTING
*Participating in the drafting and implementation of the municipality' s IDP through established forums *Participate in the setting of KPIs and targets for the municipality every year *Participate and provide inputs in the drafting of the organisational and departmental scorecards *Oversees the overall application of the Performance Management Policy Framework on Non –Section 57 employees	Participate in assessment and quarterly reviews of employee performance and compilation of departmental and organisational performance reviews reports	*Receive quarterly performance reports on employee inder-performance in the labour Forum *Report on any negative effects of the PMS on employees

ROLES AND RESPONSIBILITIES INTERNAL AUDIT

PLANNING	AUDIT	REVIEW	REPORTING
*Develop the risk and compliance-based audit plan	*Audit the performance measures in the municipal and departmental scorecards *Conduct compliance based audits	*Assess the functioning of the municipality's PMS to ensure it complies with the act	*Submit quarterly reports to the Municipal Manager. *Submit quarterly reports to the Performance Audit Committee

ROLES AND RESPONSIBILITIES AUDIT COMMITTEE

PLANNING	REVIEW	REPORTING
*Receive an annual audit plan from Internal Audit	*Review quarterly reports from the internal audit office on quarterly basis	*Submit quarterly reports to the municipal Manager and the Executive Mayor *Submit bi-annual reports to the Municipal Council

CHAPTER 10: 2019/2020 ANNUAL OPERATIONAL PLAN (SDBIP) *ATTACHED*

10.1 INTRODUCTION

The 2018/2019 Service Delivery and Budget Implementation Plan (SDBIP) will be prepared in line with the legislative requirements of the MFMA. The SDBIP contains information in regard to revenue and expenditure projections, service delivery targets and indicators and provides a detailed breakdown of the municipality's approved capital budget per ward.

It should be noted that the SDBIP is an important oversight and management tool which must be informed by the approved IDP and Budget. Secondly, the annual performance plans/contracts of the Municipal Manager and Directors must be aligned to the service delivery target contained in the approved SDBIP. To further ensure alignment with the municipality s performance Management System it is critical that in a year reporting (monthly, mid-year and quarterly), and annual reporting should be done against information contained in the approved SDBIP.

10.2 DEFINITION: SERVICE DELIVERY AND BUDGET IMPLEMENTATION

In terms of section 1 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) the SDBIP is defined as follows:

A detailed plan approved by the major of a municipality in the terms of section 53(1) © (ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include the following:

(a) Projections for each month of-
    (i) Revenue to be collected by source; and
    (ii) Operational and capital expenditure, by vote,
(b) Service delivery targets and Key Performance Indicators for each quarter.

The five necessary components of a SDBIP are:

1. Monthly projections of revenue to be collected for each source, for example electricity, water, sanitation, property rates, refuse, fines, grants and etc.
2. Monthly projections of expenditure (operating and capital) and revenue for each vote (directorate).
3. Annual and quarterly projections of service delivery targets and Key Performance Indicators for each vote (directorate).
4. Ward information for expenditure and service delivery.
5. Detailed capital works plan (budget broken down by ward).

CHAPTER 11: APPROVAL AND ADOPTION

INTRODUCTION

This document is a three year draft Integrated Development Plan of the Municipality and was formulated over a period of nine months, taking into consideration the views and aspirations of the entire community. The IDP provides the foundation for development for the next financial year and will be reviewed regularly to ensure compliance with changing needs and external requirements.

Invitation for Comments

In order to ensure transparency of the IDP process everybody is given the chance to raise concerns regarding the contents of the IDP. All national and provincial departments are firstly given a chance to assess the viability and feasibility of project proposals from a technical perspective. More specifically, the spheres of government are responsible for checking the compliance of the IDP in relation to legal and policy requirements, as well as to ensure vertical coordination and sector plans alignment during April month of life cycle of the IDP.

Since the operational activities of the Local Municipality will have a certain effect and possible impact on surrounding areas, adjacent local and district municipalities are also given the opportunity to raise any concerns in respect of possible contradicting types of development and to ensure the alignment of IDPs.

Finally, all residents and stakeholders are also given the opportunity to comment on the contents of the IDP, should they be directly affected. The draft IDP will be advertised in local newspapers and all concerned parties will be given a period of 21 days after the adoption of the draft IDP 2020/2021 in M a y 2020.

Adoption

After all the comments are incorporated in the IDP document, the Council would adopt and approved the document. The approved document will be submitted to the MEC: Corporate Governance and Traditional Affairs, as required by the Municipal Systems Act, 2000 (32 of 2000). The IDP 2020/2021, together with all the appendices, Annexures and the Budget as required by legislation would be approved by Council thirty days before the start of new financial year.